



FIVE OAKS CONSULTING | Tosca Bruno-van Viifeiiken. Principal Consultant

What Five Oaks offers

Tosca and her collaborators¹ offer value to senior leaders of international NGOs when they seek help with:

- skillful change management
- understanding of sector level changes
- cutting edge leadership development
- executive coaching
- organizational culture work
- review of governance arrangements
- design and facilitation of planning meetings, strategy retreats and training
- organizational learning and evaluations
- organizational diversity, equity and inclusion strategies
- gender and leadership work
- feminist leadership work
- virtual team leadership

Who Five Oaks offers value to

We offer value to senior leaders of international NGOs and other philanthropic actors. Five Oaks Consulting specializes in mid to large size, globally operating INGOs that have ambitious global agendas and frequently have complex organizational forms. Tosca understands the world view, perspectives and realities of senior NGO managers and leaders (inclusive of boards). She has interacted with senior NGO leaders for over 30 years, has interviewed over 500

¹ Five Oaks Consulting, alongside Tosca as the Principal Consultant, offers several well-respected collaborators, who you can find here: <https://5oaksconsulting.org/about-2/>

leaders and has undertaken consultancy assignments with leaders for approximately 15 years.

What differentiates Five Oaks Consulting

There is quite a bit of choice in the world of NGO consultants. Five Oaks Consulting differentiates itself in the following ways:

- Many consultants primarily have work experience in the international development sector. Tosca and her collaborators offer cross-sectoral experience and perspectives: besides international development, they also have backgrounds in human rights, the environment, conflict resolution, and more.
- Not many consultants have the ability to offer you *sector level* perspectives, that allow you to compare yourself with your peer organizations. Tosca and her collaborators do, including at the board level.
- Similarly, Tosca provides thought leadership to the sector. For examples of these, check out her page: <https://5oaksconsulting.org/thoughtleadership/>
- Many consultants have primarily worked in and with NGOs. Tosca has worked across multiple organizational sectors: think tanks, NGOs, United Nations, World Bank and academia – thereby providing an ability to offer ‘outside-in’ perspectives on INGOs. This is especially valuable during this time of rapid change and a need for adaptation and agility.
- Five Oaks Consulting combines the rigor from our analysis with being grounded in common sense. The rigor of Tosca’s work comes from having worked for over twenty years in knowledge organizations (World Bank and academia), which complements her experience as a practitioner. Five Oaks Consulting uses research-based concepts, skills and frameworks that have been thoroughly tested across the NGO, private as well as government sectors - rather than the latest ‘fad’ or ‘airport book’ on management or leadership. At the same time, we are grounded in your realities as NGO

leaders. We know how to apply knowledge into NGO practice, because we know your realities as leaders.

- Tosca and her collaborators have deep knowledge of the identity and 'DNA' of NGOs; in fact, a part of Tosca's work has been focused on organizational cultures of NGO's and how to assess culture as well as change it, where needed.

Our ways of working

We are your trusted advisors, who wish to be useful to you as leaders on an ongoing basis by pointing you to worthwhile resources - even when you have not contracted with us.

We communicate with clarity and honesty.

We have strong emotional intelligence and know how to relate to and communicate with different clients and audiences. And we understand that consulting *processes* matter. Five Oak Consulting collaborators have an ability to communicate findings in ways that are customized to different audiences, so that people can hear them.

We focus on providing actionable findings and advice.

When an assignment asks for a team of two or more, Tosca can offer several collaborators with whom she has in-depth experience collaborating and who offer complementary strengths.

Got questions? Need solutions? Let us know. We can help.

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