

10th Annual NONPROFIT MANAGEMENT INSTITUTE

Building Resiliency: Yourself, Your Organization, Your Society


SEPTEMBER 10, 2015, 10:30 A.M. – 12 P.M.

BUILDING RESILIENT ORGANIZATIONS & NETWORKS



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founder and managing director,
Philanthropy Futures

 @PhilFutures

Today's Agenda

- 10:30 – 10:35 (5 min) **Welcome, Introductions, & Overview**
- 10:35 – 10:50 (15 min) **Leadership**
- 10:50 – 11:15 (25 min) **Organization**
- 11:15 – 11:40 (25 min) **Network / System**
- 11:40 – 11:55 (15 min) **Q&A**
- 11:55 – 12:00 (5 min) **Wrap-Up Activity & Close
*Personal Commitment***

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Framework for our Session

1. LEADERSHIP

...explore how you are taking care of yourself as a leader, and building your own resilience

2. ORGANIZATION

...to build a resilient organization, you need to invest in building your capacity across multiple dimensions

3. NETWORK / SYSTEM

...to create larger system impact you also need to invest in cultivating your ecosystem and building resilient networks



A Multi-Layered Leadership Framework



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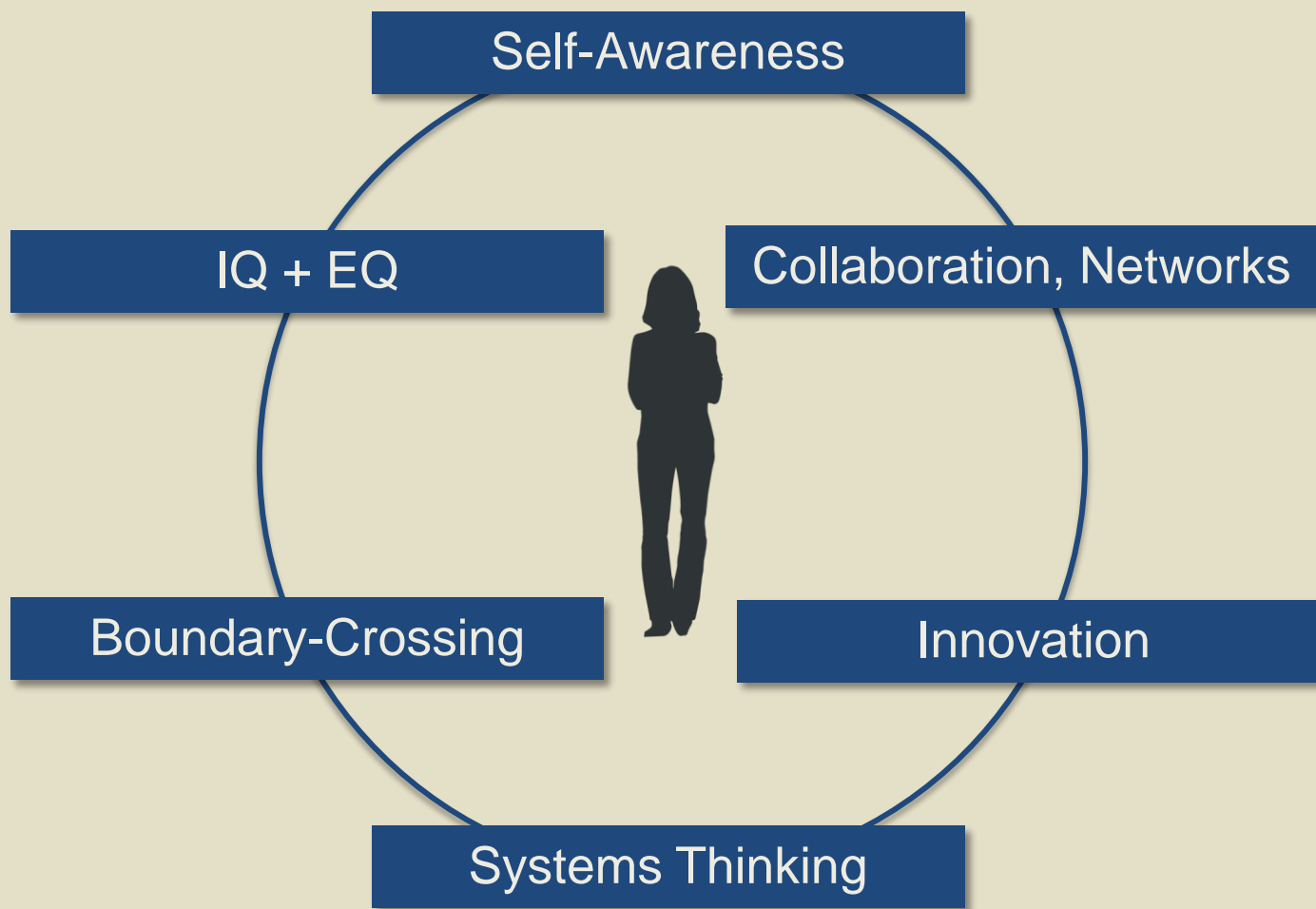
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“Leadership 2.0”

Competencies of Network / System Leaders



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*How are you cultivating
your own resilience?*

Leadership Resilience Exercise

3-minute Diagnostic

- Look at the diagram of “leadership 2.0” skills. Which competency are you working on?
- What are you doing to take care of yourself, and cultivate your own personal resilience?

4-minute Pair-Share

- Turn to a partner and talk about one leadership competency you’d like to work on, or how you are developing resilience.

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Framework for Impact : *Short Video*



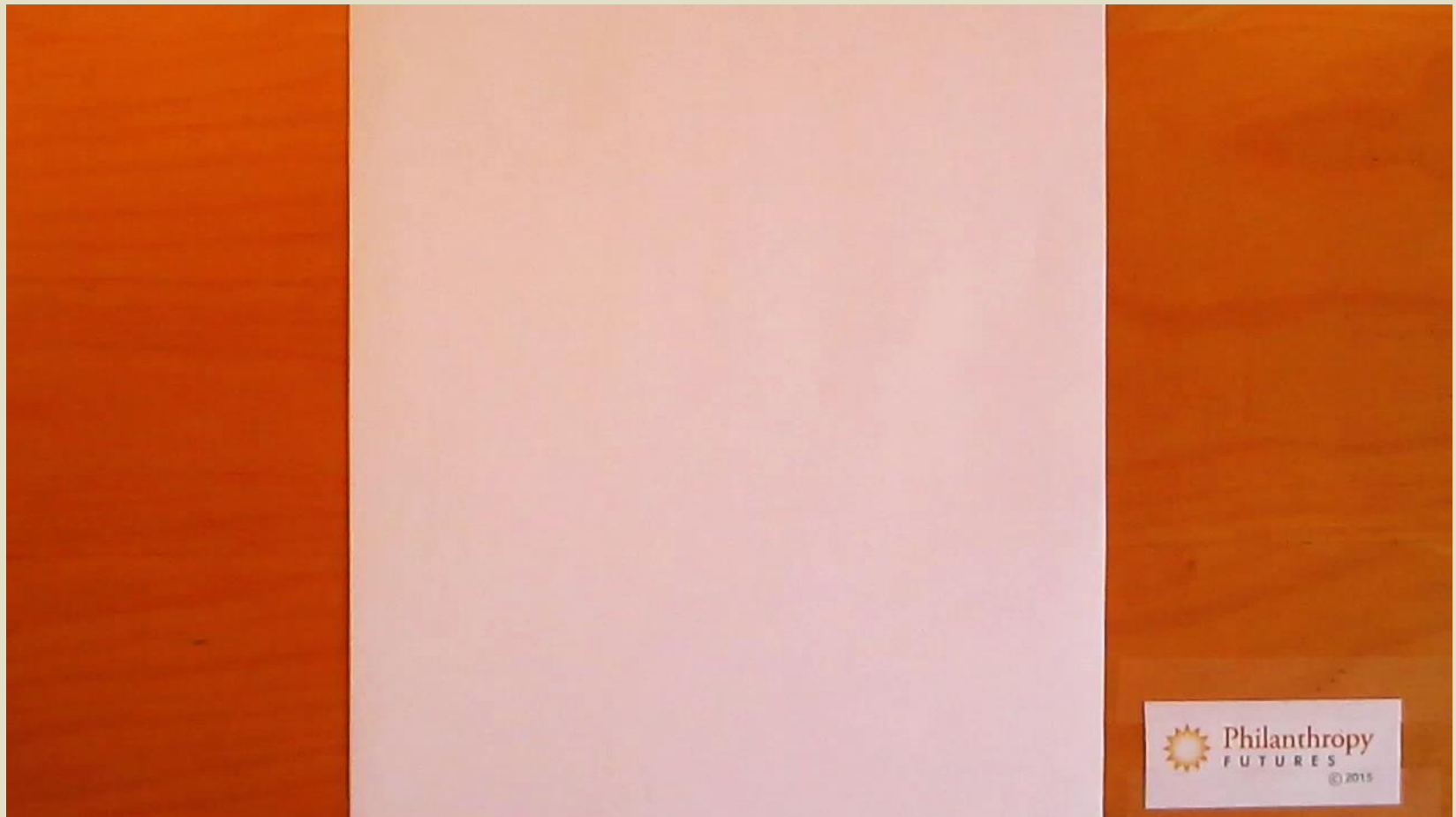
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Framework for Impact : *Short Video*



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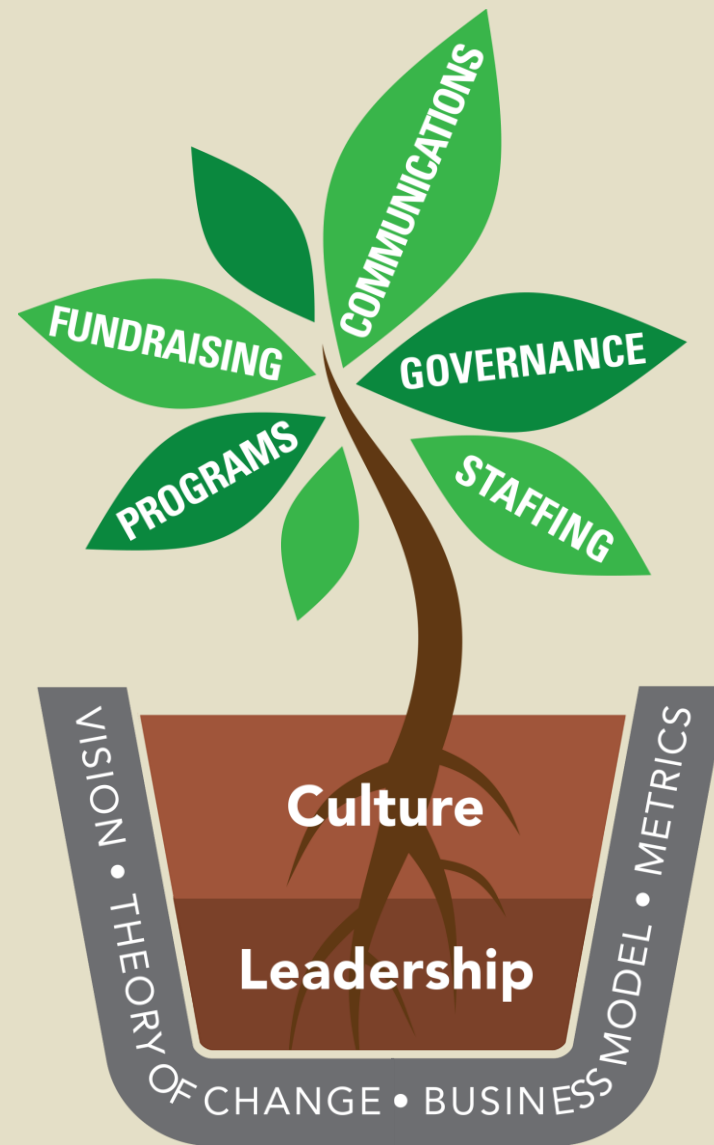
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Framework for Impact

A tool for focusing on high performance and resilience



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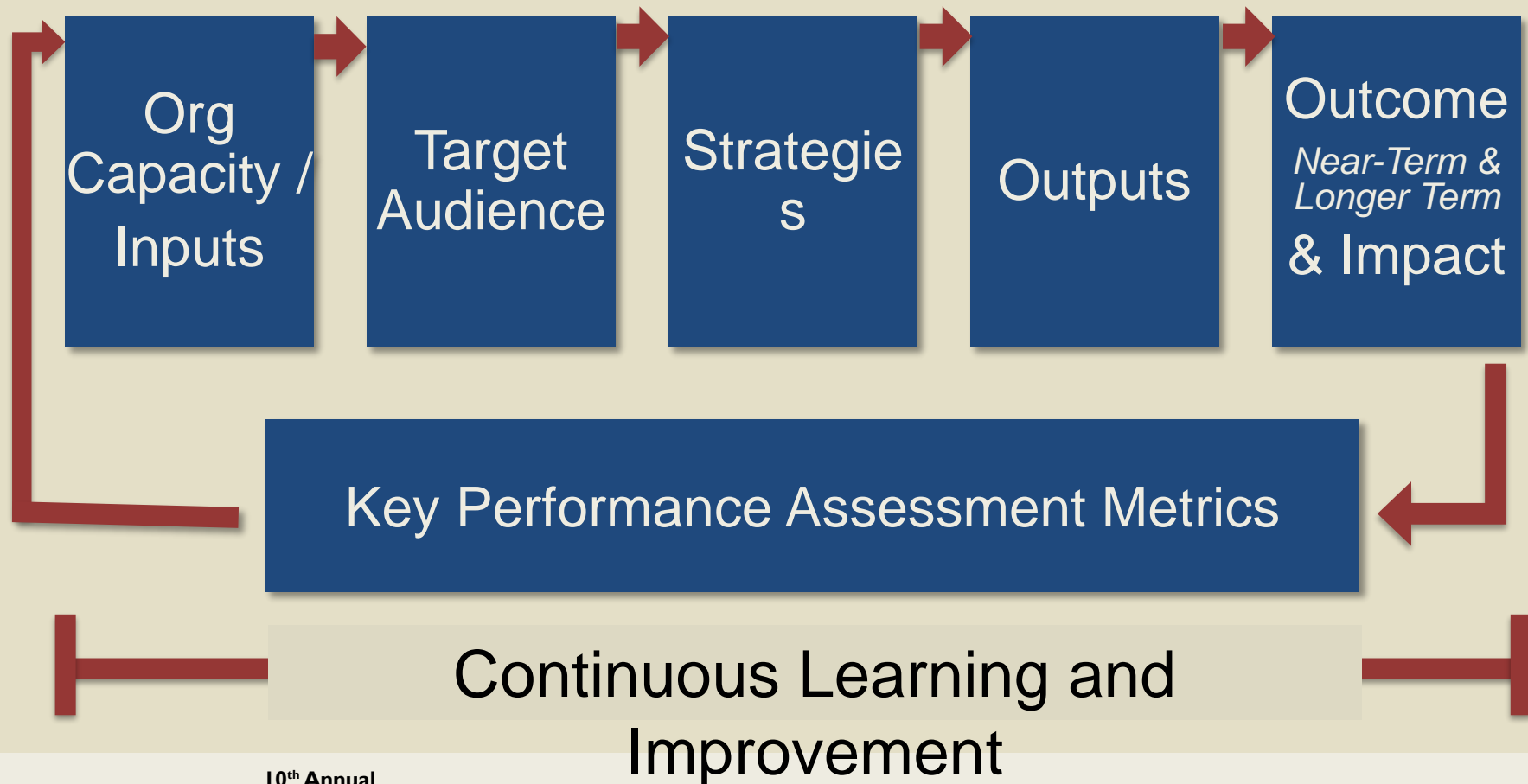
*Have you imagined
your future state?*

What's your vision?



Do You Have a Clear Theory of Change?

Organization's Vision Statement

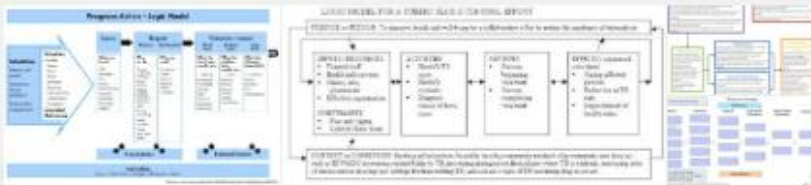


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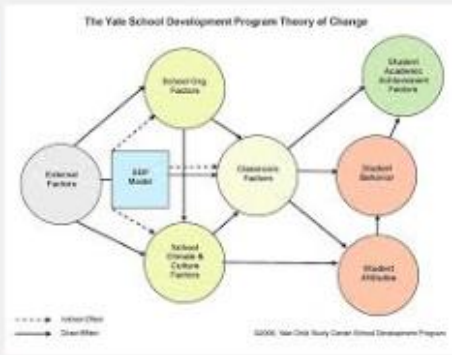
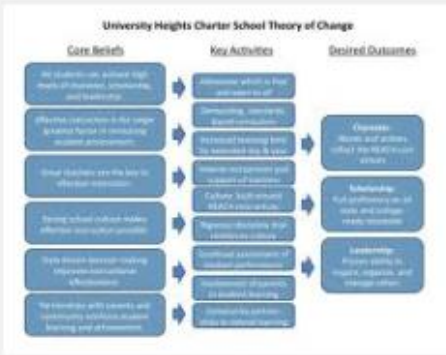
Template



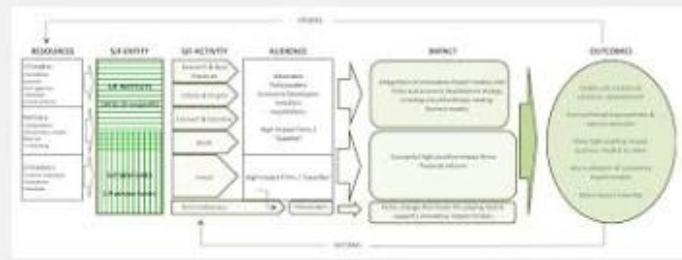
Diagram



Example



GOALS	OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>	<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>	<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>	<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>	<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>	<p>1. Increase the number of students who are academically successful.</p> <p>2. Increase the number of students who are socially and emotionally successful.</p> <p>3. Increase the number of students who are civically engaged.</p> <p>4. Increase the number of students who are health conscious.</p> <p>5. Increase the number of students who are environmentally responsible.</p>



Nonprofit Business Models

“The nonprofit world rarely engages in equally clear and succinct conversations about an organization’s long-term funding strategy.

That is because the different types of funding that fuel nonprofits have never been clearly defined.

More than a poverty of language, this represents—and results in—a poverty of understanding and clear thinking.”

Ten Nonprofit Funding Models

William Foster, Peter Kim, Barbara Christiansen, The Bridgespan Group

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Do you Have a Resilient Business Model?

Nonprofit Finance Fund (NFF) defines Sustainable Scale as:

$$\frac{\text{Repeatable and reliable revenue}}{\text{Ongoing operating costs}} > 1$$

+

Ability to fund periodic investment
in adaptation and growth

To get here, a sound financial analysis is critical, with program costs fully allocated

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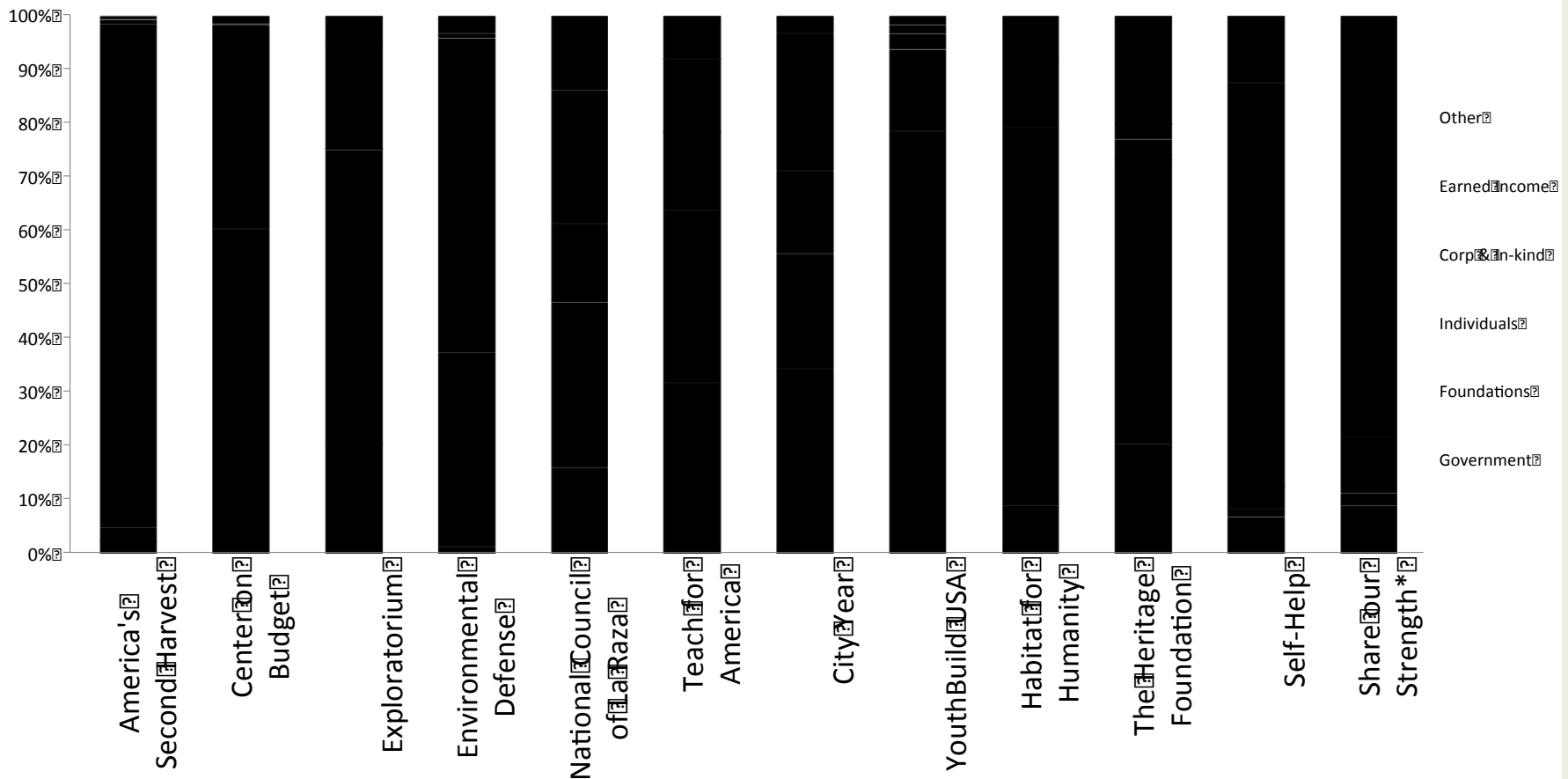
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There Is No “One Perfect Business Model”

Revenue Mix for Nonprofits Highlighted in *Forces for Good*



* Headquarters only – does not include affiliate budgets donations

** Does not include value of in-kind

Do you have strong metrics
that align all aspects of your work
and foster learning and resiliency?



What Metrics Do You Dream About Collecting For Your Organization?



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What About Your Leadership & Culture?

“In this era of scarcity and Solomonic choices, it’s no longer good enough to make the case that we’re addressing real needs.

We need to prove that we’re making a real difference.

There is only one way to rise to this daunting challenge: Leaders must nurture an *organizational culture, from top to bottom, of high performance and continuous improvement...*

Far more important is the *mindset of the leaders* who put these systems in place.”

Mario Marino

Leap of Reason: Managing to Outcomes in an Era of Scarcity

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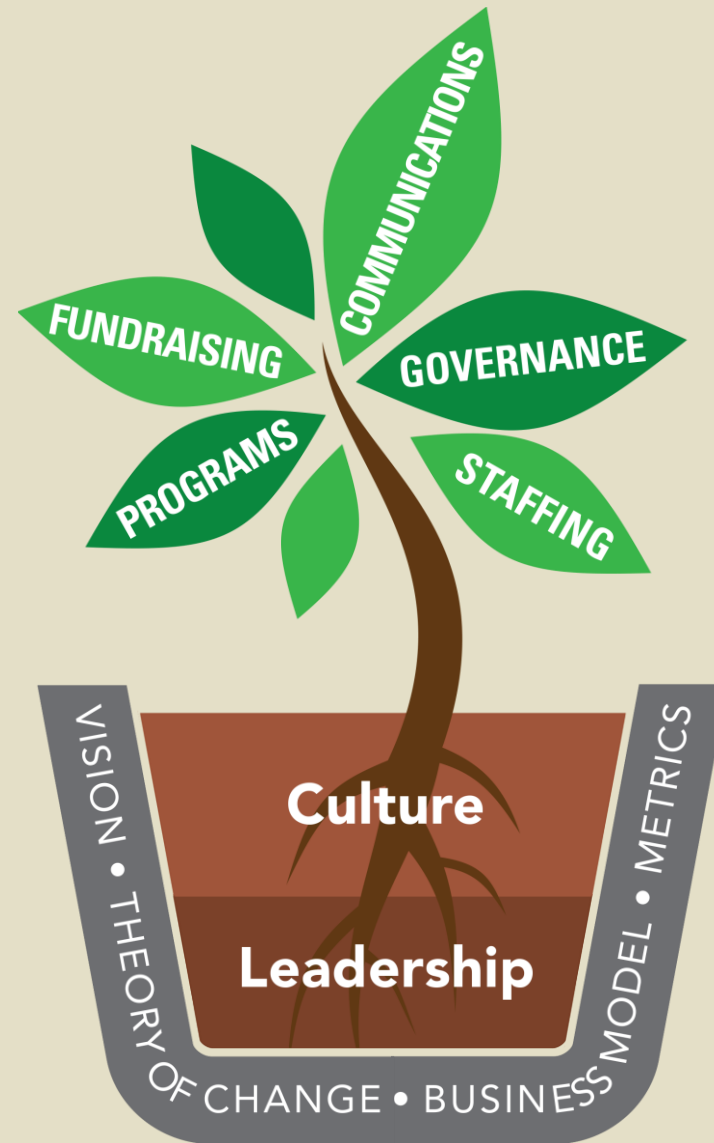
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What about your Leadership & Culture?



Framework for Impact

A tool for focusing on high performance and resilience



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Personal Story



Organizational Resilience Exercise

5-minute Diagnostic

- Using the Framework for Impact worksheet provided, conduct a quick assessment of your organization.
- Using a “1 to 5” scale, rate each core element:

*1 indicates “very weak”
5 indicates “very strong”*

5-minute Pair-Share

- Now turn to a neighbor and share:

If you had to prioritize, which core element does your organization most need to strengthen?

Why?

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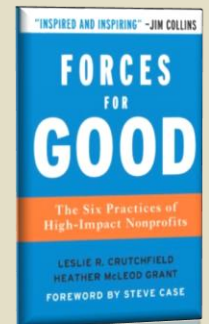
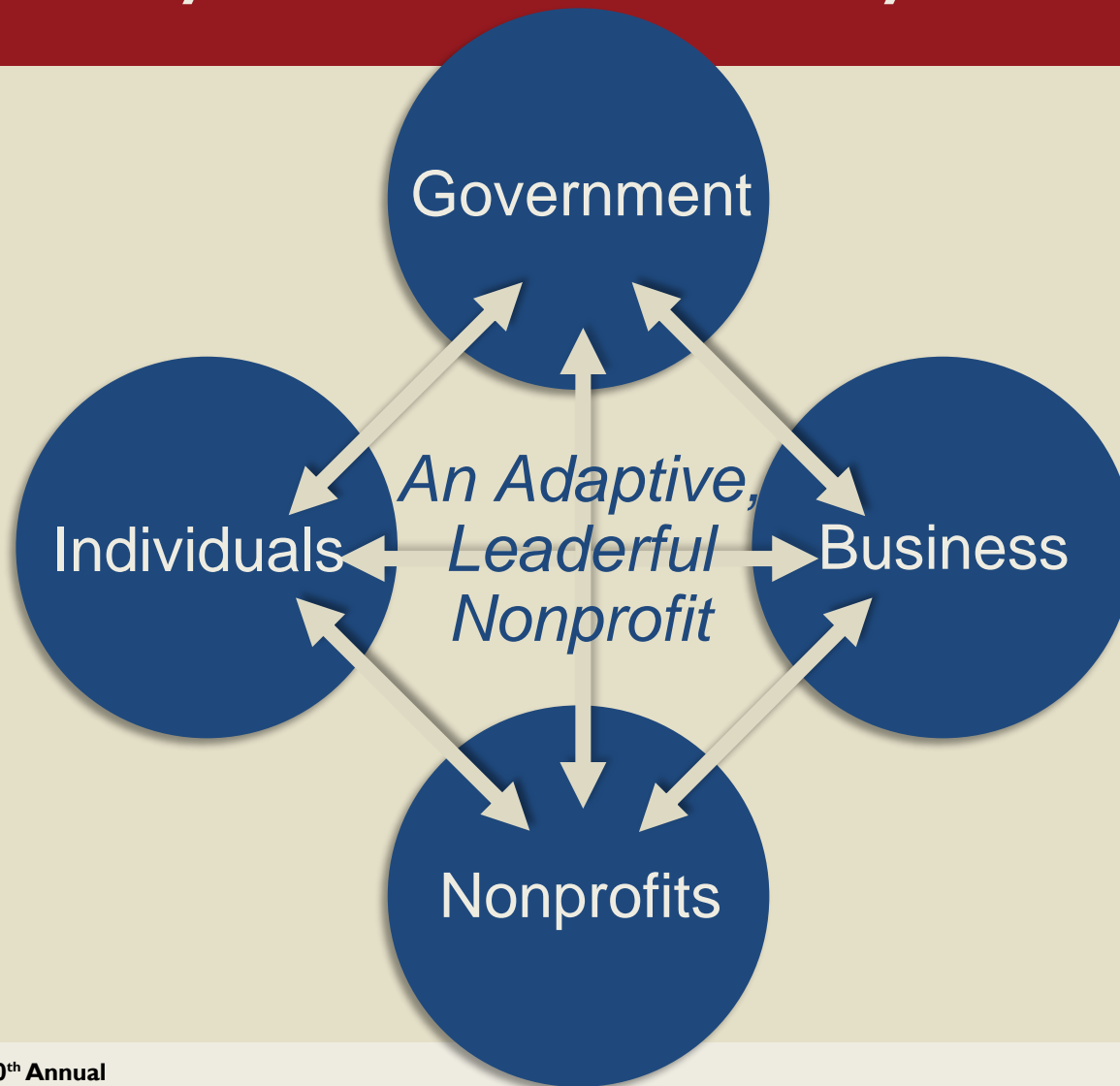
...to build a resilient organization, you need to invest in building your capacity across multiple dimensions

3. NETWORK / SYSTEM

...to create larger system impact you also need to invest in cultivating your ecosystem and building resilient networks



My Discovery of Networks & Systems Change



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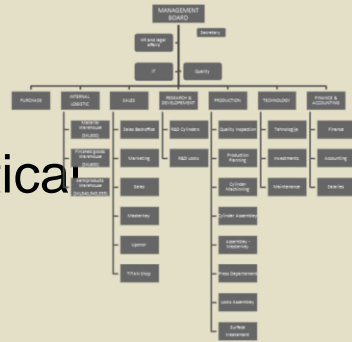
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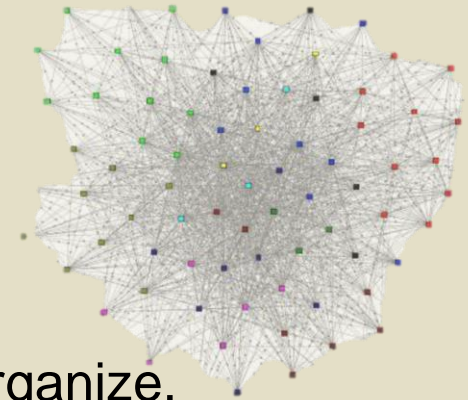
Shifting from Direct Impact to Systems Change

Organization-Centric Model



- Centralized, hierarchical, vertical
- “Top down”
- Most efficient way to organize
- Based on control, transaction
- Bounded, structured
- Slower to change
- e.g. Corporations

Network-Centric Model



- Decentralized, flat, horizontal
- “Bottom up”
- Easier to self-organize, create value
- Based on trust, motivation
- Open and transparent
- Flexible, adaptive, resilient
- e.g. Social Movements



the James Irvine foundation
NEW LEADERSHIP NETWORK





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NEW LEADERSHIP NETWORK

MISSION

To advance the positive evolution
of the city / community
through genuine cross-sector
collaboration & leadership

“Large-scale social change requires broad cross-sector coordination”

– Collective Impact, *Stanford Social Innovation Review*

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Experiential “Curriculum”

Systems
Thinking

Network Building

Leadership
& Mindfulness

Cross-Sector
Collaboration

Design Thinking

Dialogue &
Group Dynamics

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New Leadership Network Map: Baseline

Network

“Clusters”

Cluster 1 (Nonprofit Leaders)

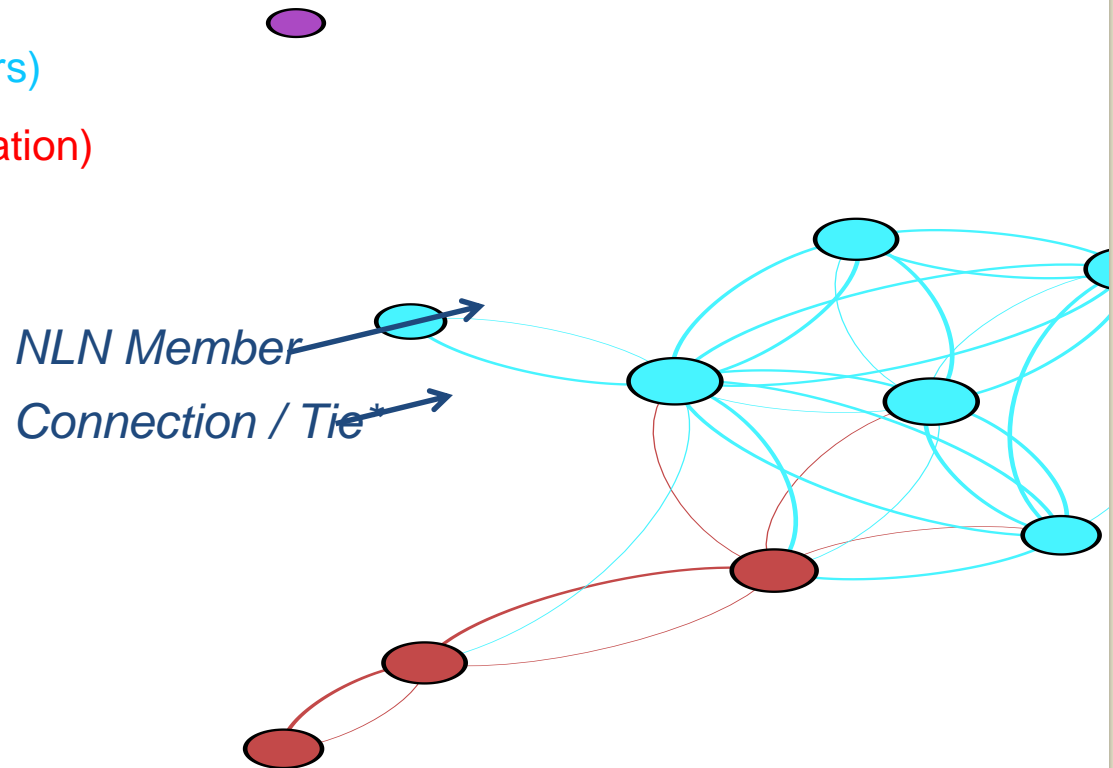
Cluster 2 (Fresno St. Affiliation)

Cluster 3 (Agriculture)

Cluster 4 (STEM)

Cluster 5 (Media)

**A connection is made when two people know each other and / or have collaborated with one another*



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Baseline 2nd Degree Network Map

Sectors

Nonprofit

Public/ Government

Private

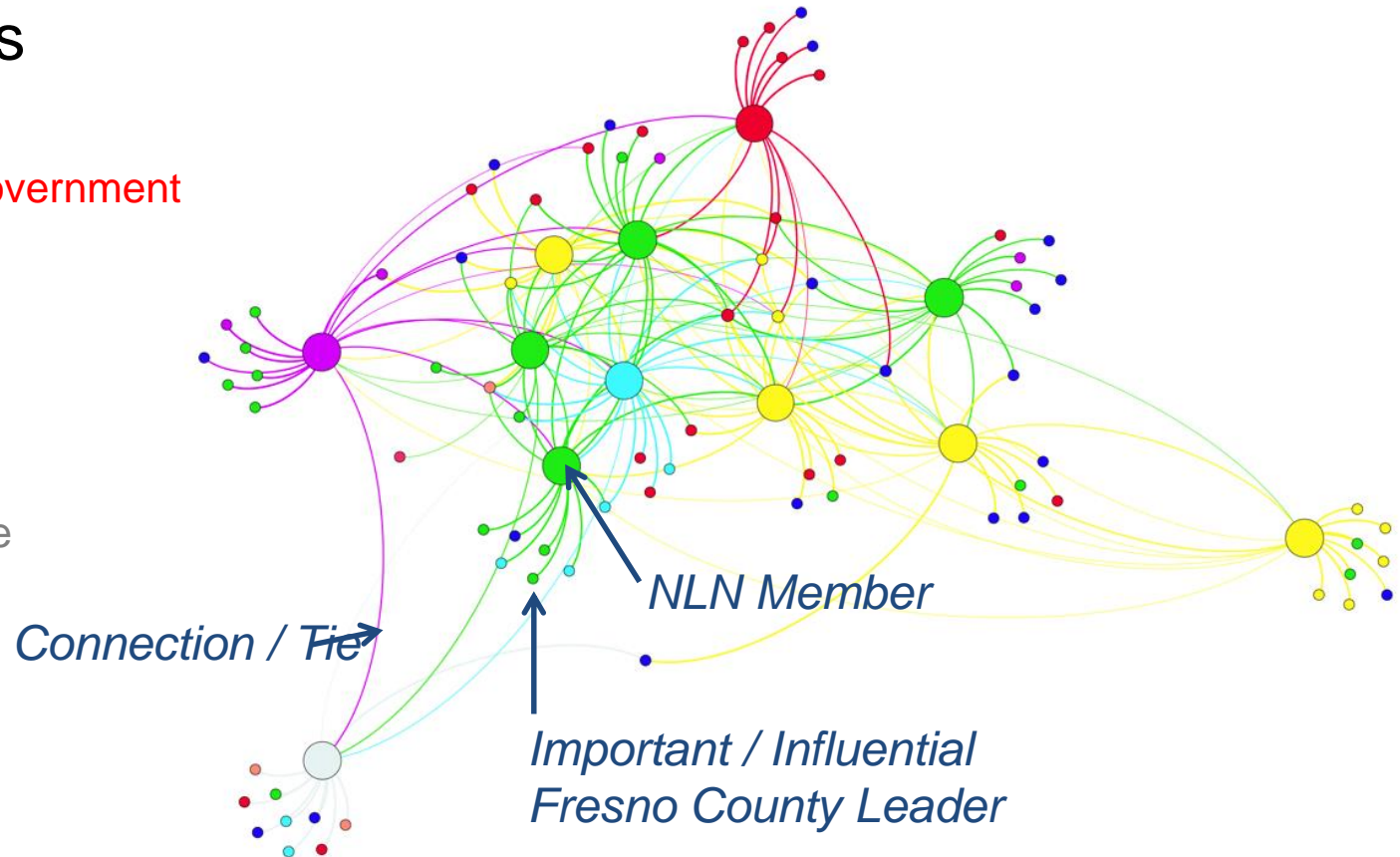
Education

Faith

Media

Health

Agriculture



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Current Network Map [after 2 years]

Sectors

Nonprofit

Public/ Government

Private

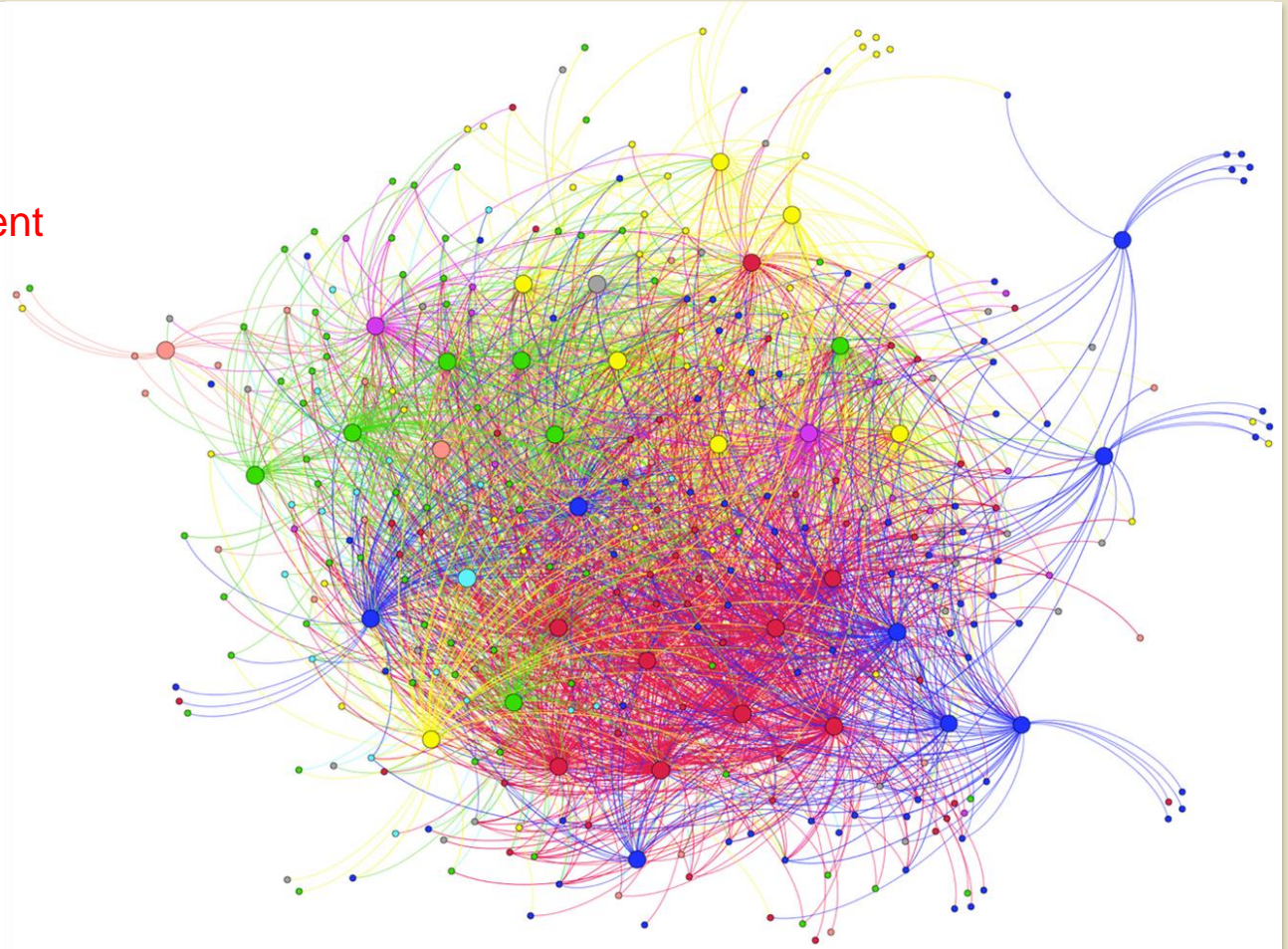
Education

Faith

Media

Health

Agriculture



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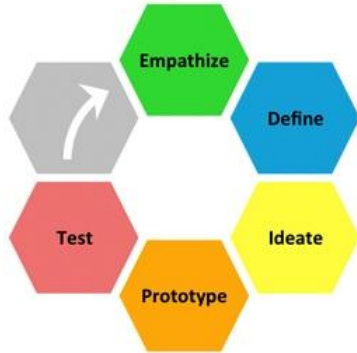
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Micro-Collaborations & Innovations

There are currently 86 NLN collaborations, 38 of which are resulting in real outputs in the prototype

Design Cycle



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Emerging Collective Impact Projects



GoCreate

San Joaquin Design Center

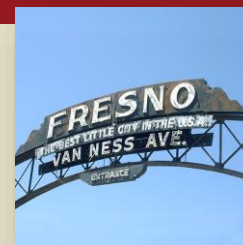
A multi-sector partnership and community/regional center for learning, connecting, and engaging in design thinking and practices and facilitating new community development and health outcome solutions.



Children's Movement *Strive*

A subset of the network is collaborating to increase grade-level reading by 3rd grade.

Bodies of work include The Children's Movement, the B3 Challenge Grant, and a Kellogg/Packard Foundation Grant for parental engagement.



Urban Renewal *City of Fresno*

The end result would be a fully developed "dynamic street" featuring mixed-use buildings (including retail, restaurants, a startup incubator and high-quality mixed-income housing) that would be a catalyst for further downtown revitalization.

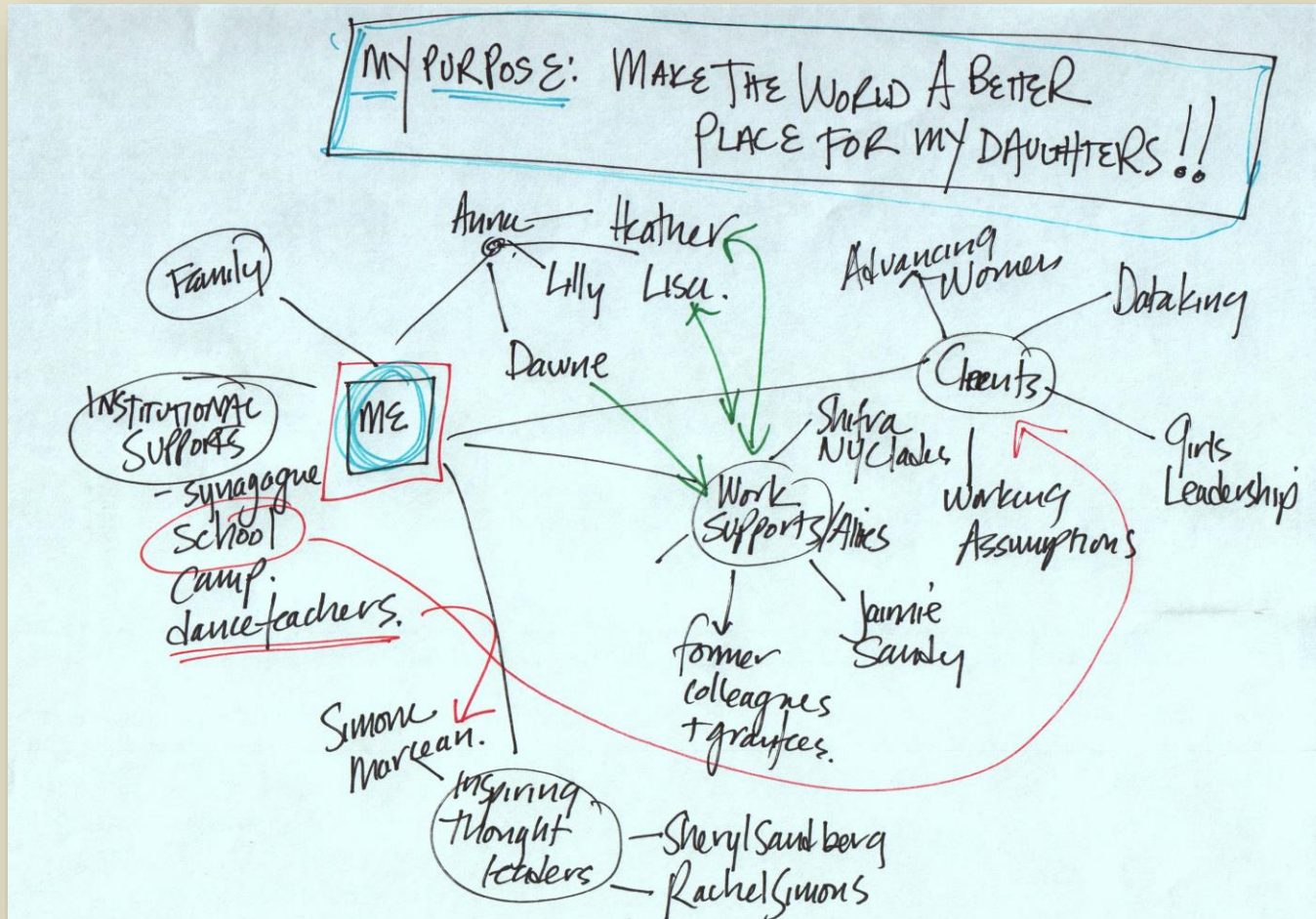
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Drawing a simple network map



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Network Resilience Exercise

10-minute Diagnostic

- Take out a pen and paper and quickly sketch your personal or organizational network map.

5-minute Pair-Share

- Turn to a partner and talk about one way in which you want to cultivate a more resilient network.

Q & A



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Final Thoughts



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Thank you!

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