

NONPROFIT
MANAGEMENT
INSTITUTE



The Power of
Network Leadership
to
Drive **Social Change**

SESSION

Living in the World of Both/And:
Network Strategy for Organization Leaders

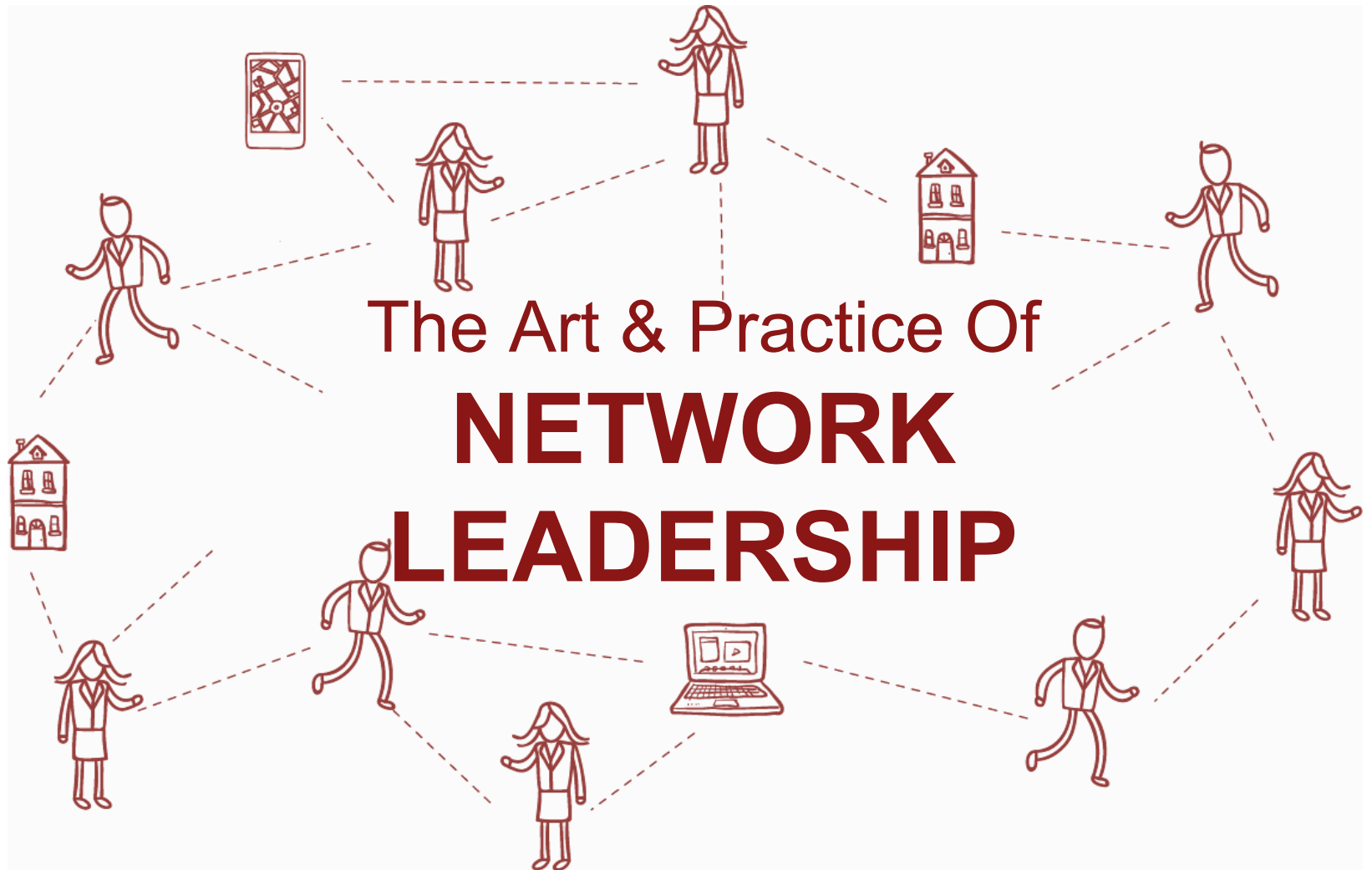


Heather McLeod Grant
Founder and Principal,
McLeod-Grant Advisors



Adene Sacks
Philanthropic Advisor and
Social Impact Strategy
Consultant

10:15 a.m.-12:15 p.m.





HEATHER'S BACKGROUND



PRACTICE

Social Entrepreneur & Board Member

THEORY

Author

ADVISING

Consultant



MONITOR INSTITUTE

A member of the Monitor Group

MCLEOD-GRANT ADVISORS

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ADENE'S BACKGROUND



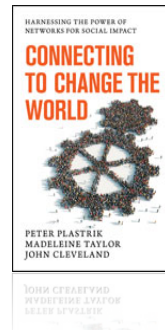
PRACTICE

Founder, Funder



THEORY

Networks



ADVISING

Impact Strategy



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Goals for this session

WHY

Making the case for network leadership as a practice that aligns with the demands of leading organizations.

WHAT

Define what it means to leverage networks as part of organizational strategy

HOW

Explore specific case studies and apply them to your context

APPLY

Build a “network map”

CONCLUDE

Challenges, takeaways



In the beginning....





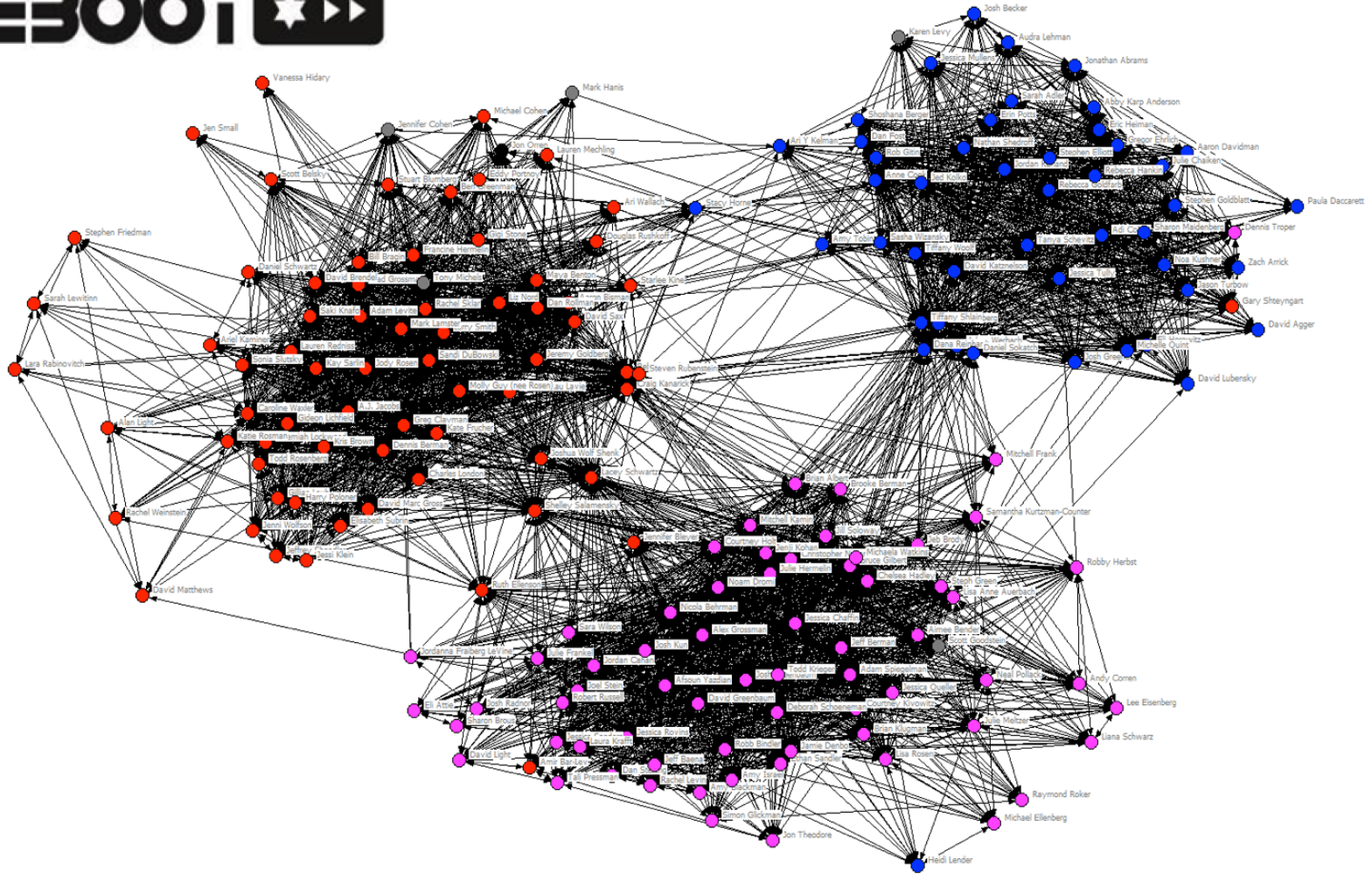




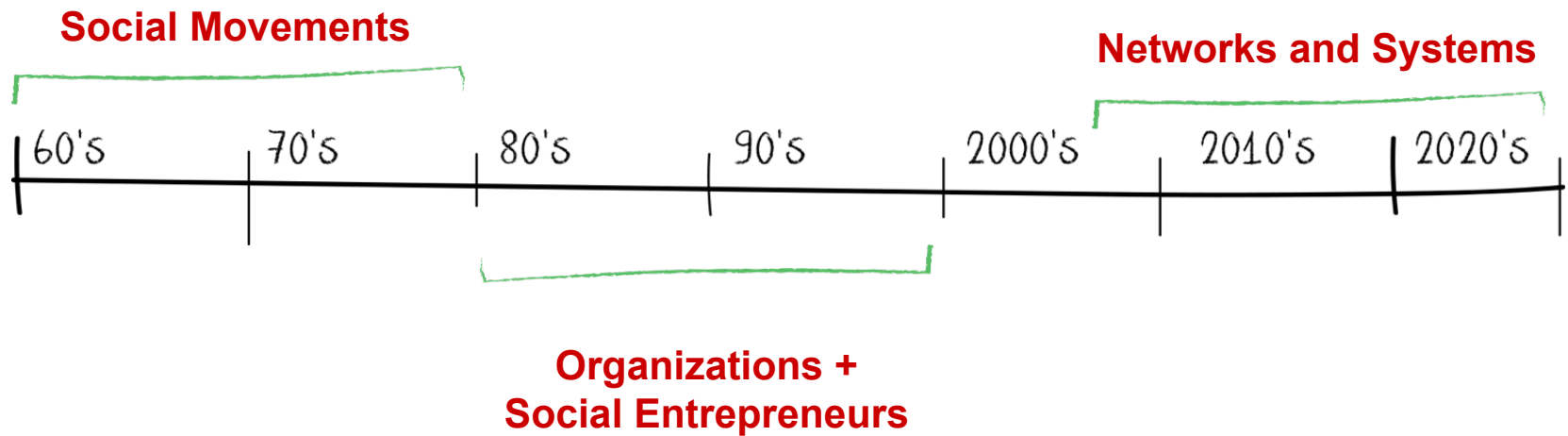




REBOOT



Welcome to the world of both/ and...





**Social change
is changing!**

Our problems are scaling quickly...

**Antarctic ice melt
has doubled
since 2010**

**8 of 10 people over
65 in U.S have pre-
diabetes or diabetes**

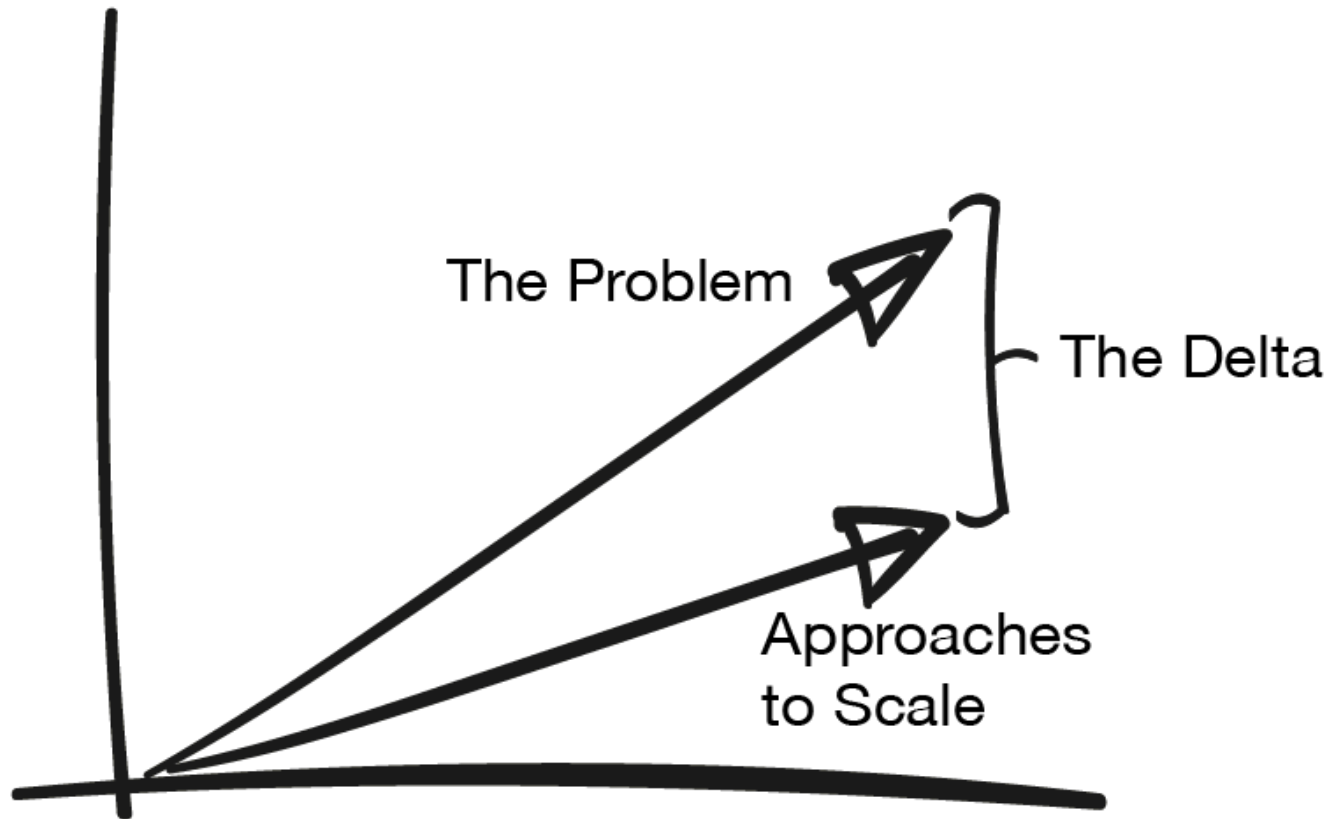
**Tonight
610,042 people
will be homeless**

**In 2012, 46.5 M
people were living in
poverty in US**



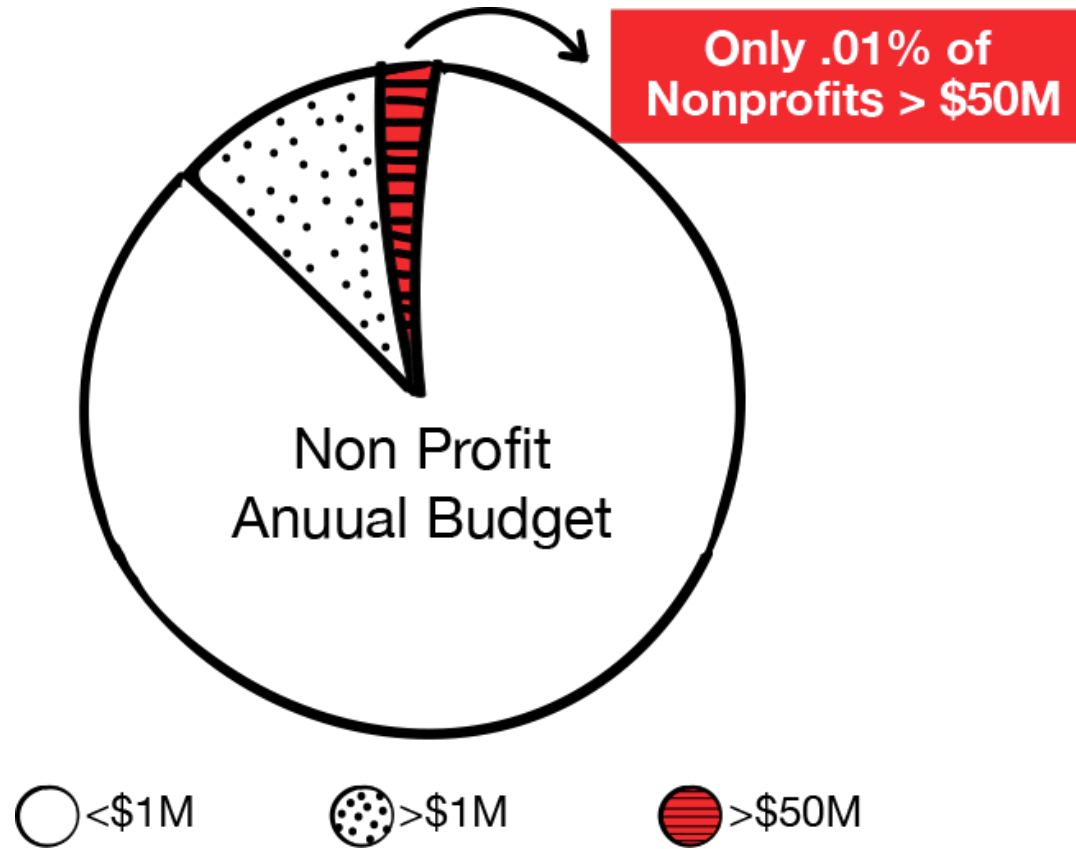
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...but our solutions are not



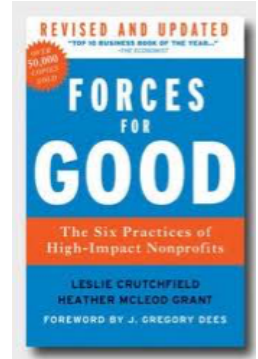
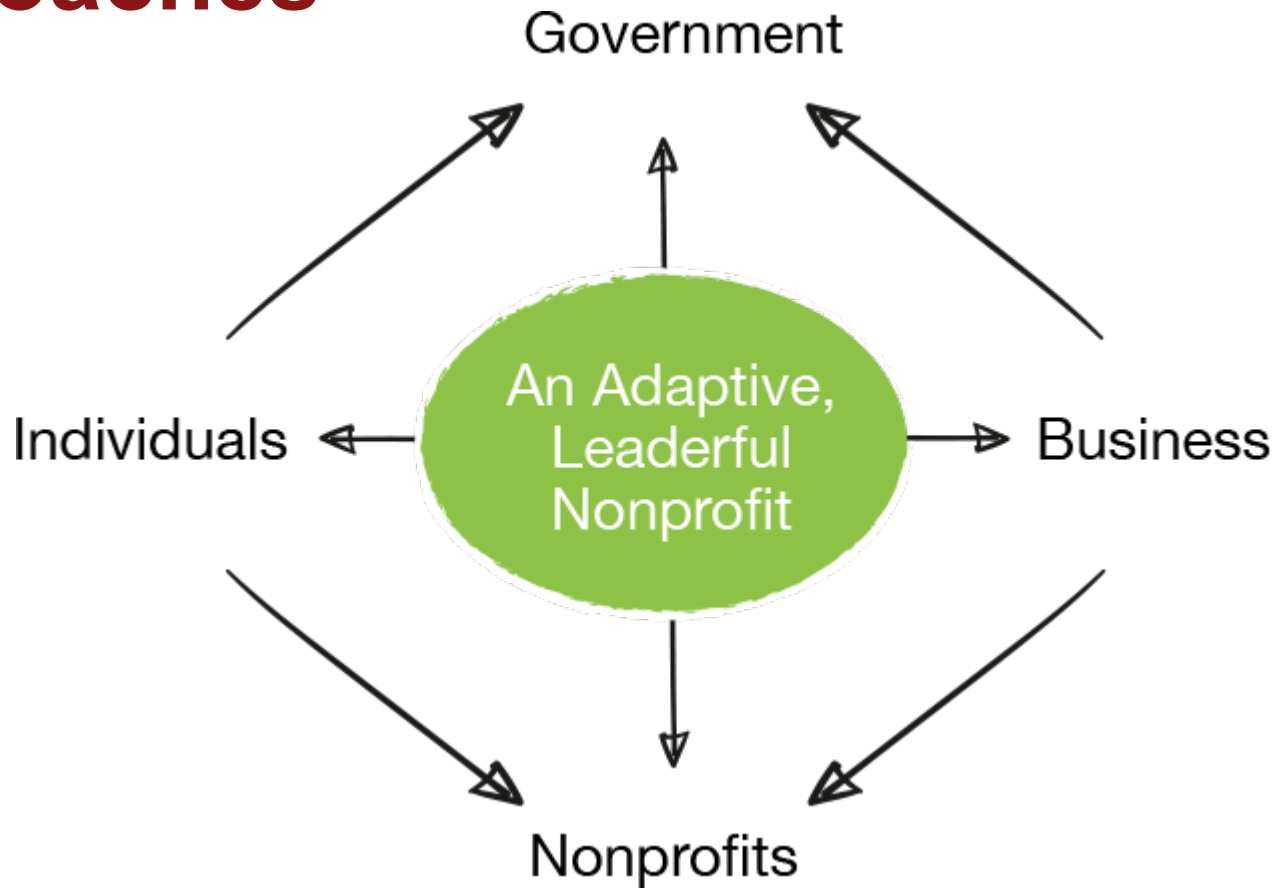
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Nonprofits can't go it alone—no scale!



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My discovery of “networked” approaches





Welcome to the world of “both/and”

Living in the world of “BOTH/AND”

Organizations (1.0)

- Centralized, hierarchical, vertical
- Based on control, transaction
- Closed, bounded and proprietary
- Slower to change
- Higher quality control



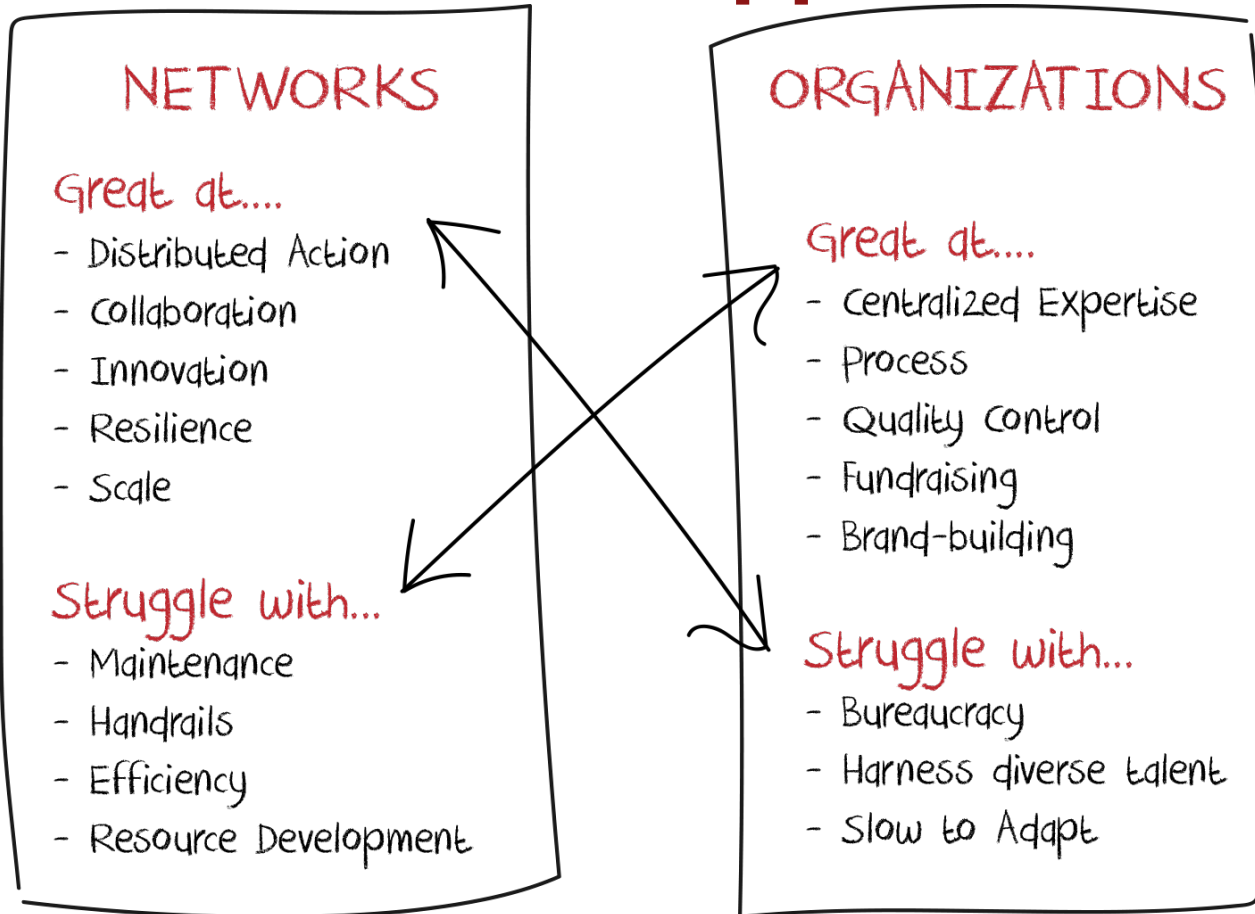
Networks (2.0)

- Decentralized, flat, horizontal
- Based on trust, motivation
- Open, transparent, fluid
- Flexible adaptive and resilient
- Faster scale, more innovation



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When to use which approach?

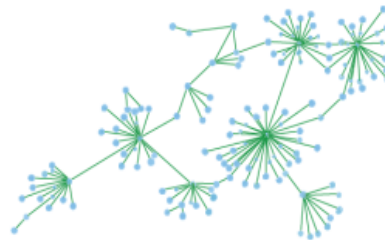
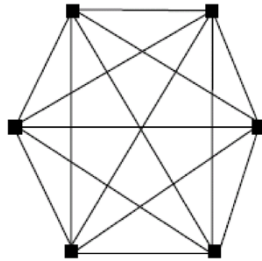


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Break down the silos: it's a *spectrum*

Centralized or Hierarchical

Decentralized



Created by Monitor Institute, inspired by: *Net Gains* by Plastrik and Taylor ('06); *Net Work* by Anklam ('07); *Building Smart Communities* by Krebs and Holley

Focus on your *PURPOSE*

Crowdsourcing:

Aggregate resources, fundraising



Donors Choose.org
Teachers ask. You choose.

Campaigns/Movement-Building:

Engage members & evangelists

#GIVINGTUESDAY



Innovation:

Access new perspectives, prototype better solutions

DataKind
USING DATA IN THE SERVICE OF HUMANITY

Learning:

Openly share knowledge, get better faster, spread ideas



Systems Change:

Create aligned action on an issue or in a place (collective impact)

Strive
Every child. Cradle to career.



Leadership:

Invest deeply in the development of diverse coalition of leaders



Replication/Scale:

Model exists in many places, customized to local environment

Hillel the Y



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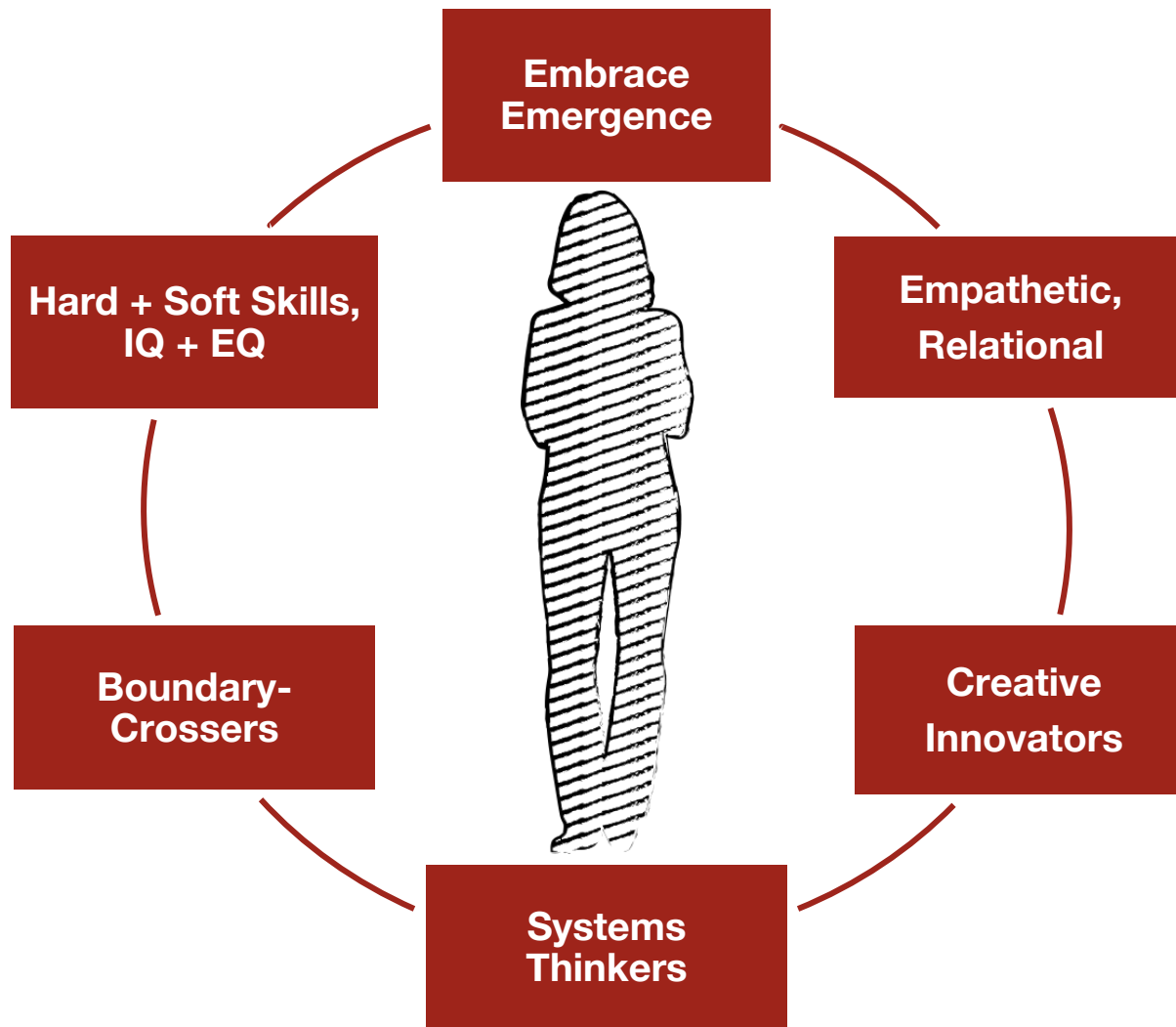
**Leadership in the era of
networks:**

What's different?



**It's a mindset...
and a practice**





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Network leadership job description

CONNECT

Network members to one another, deepen relationships.

CATALYZE

The network conversations and learning.

CONVENE

The network regularly.

COMMUNICATE

And help the network “see” and know itself.

CULTIVATE

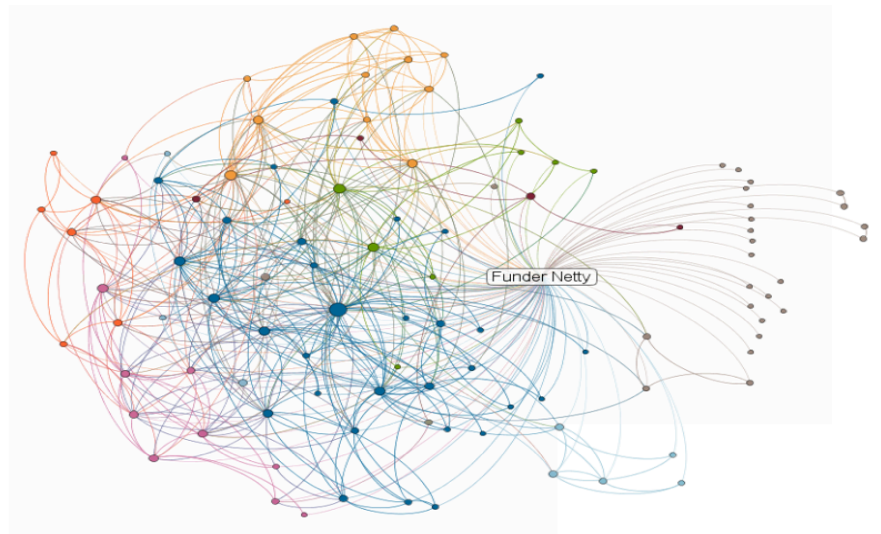
A network mindset among participants.

CURATE

Network leadership, strategy, & structure.

COLLABORATE

Within the network & beyond.



Source: Based on “network weaver” check list from June Holley

Network Case Studies



BLACK FRIDAY. CYBER MONDAY.

#GI  ING TUESDAY



60 days?

Or one year + 60 days?

Living in the world of “BOTH/AND”

*“You are not luminous.
But, from time to time, you
are a conductor of light”*

Tools, not rules

Mission over brand



What powered this internally



Board Allies



**An internal team that
drives innovation**



**A dedicated staff person
whose job is collaboration
and partnership**

Living the “BOTH/AND”

Centralized

Decentralized



92Y NURSERY SCHOOL

92Y 7 DAYS OF GENIUS

#GIVING TUESDAY

92Y Live From NYC
Programs broadcast live via satellite

92Y AMERICAN CONVERSATION

60 days? Or a year + 60 days?

- Would your organization be able to pull off something like #givingtuesday? Why or why not?
- What happens to new ideas in your organization?
- Is that what should be happening?
- What process would you put in place to allow this kind of experimentation?



DataKind

Harnessing the power
of data science in
the service
of humanity.

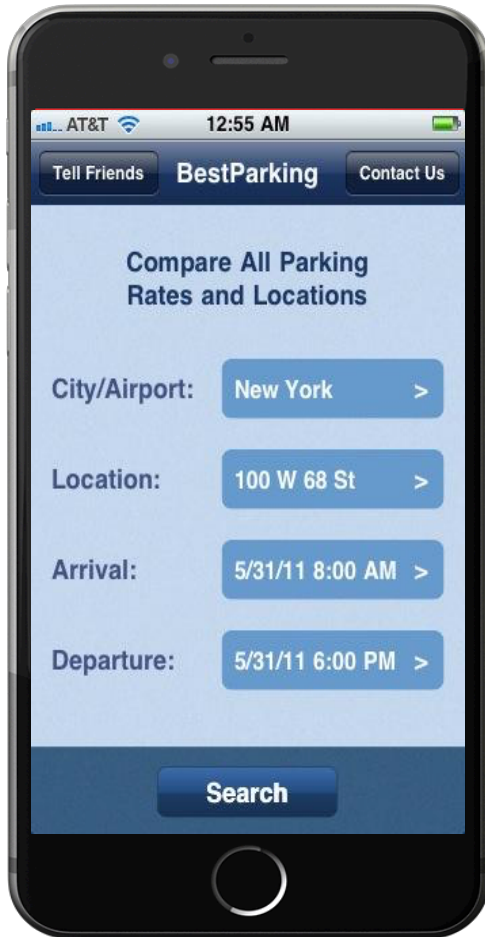


What is data science?

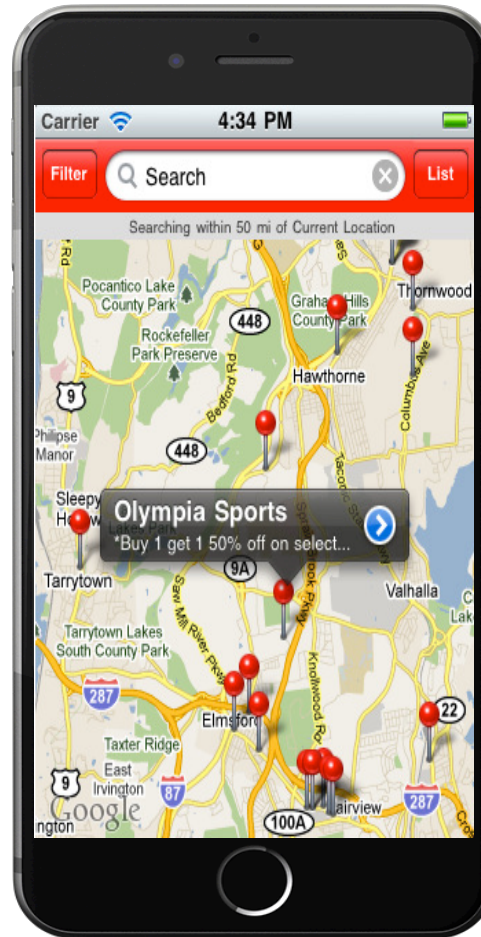
The use of advanced analytical and computational techniques to extract new information from data, usually for the sake of supporting organizational decision making.



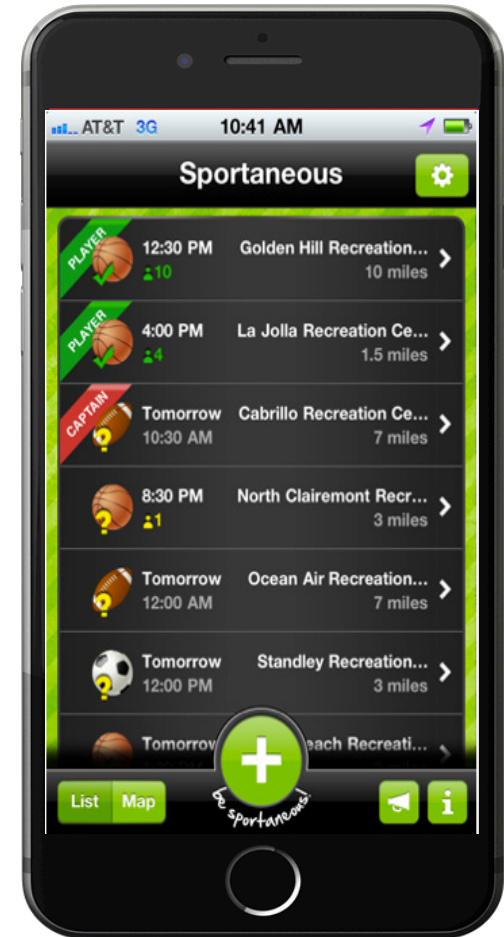
What does data science do for me?



<http://bestparking.com>



<http://salelocator.com>



<http://sportaneous.com>



WB/IAIDS/IC/002	P120397	1327175	10/12/11	\$22
OM/PMU/CT-II-02	P118925	1319332	1/1/12	\$212
D/NSPIII/CN/159	P117103	1327039	3/25/12	\$51
C/ARDS/002/QCBS	P120427	1316475	10/9/11	\$6,000
SN1.1	P106259		3/15/12	\$52
C- 659	P122235		4/11/12	\$87
Y SUPPORT FOR B	P121755		4/11/12	\$70
SPP/C-22	P113421		1/19/12	\$80
C - 335	P122235		11/9/11	\$42
RBG-2011/17-SCA	P117103		12/20/11	\$89
CONTRACT - 5532	P09825		7/7/11	\$2
/BKN/049/C2/002	P1035		7/11	\$20
P/CONTRACT 5695	P098		12	\$48
RBG-2011/20-ZOA	P11		11	\$2,84
RDIN...OR BA	P12		12	\$3
WSSC/925/			11	\$3
MOM/PMU/			11	\$19
WB/IAIDS/IC-030			12	\$1
/RBG-2011/7-CHA	P1171		7/11	\$4,5
/MOF/02/01-2012	P1238		1/24/12	\$2
B/IAIDS/IC/-024	P120		18/12	\$
MOM-PUM-94-3	P098		8/7/11	\$
OLSAMD/SPP/C-24	P11		26/12	\$
MCP/253/2011	P12		27/11	\$
MOLSA/SPP-C-73	P11		5/21/12	\$1
MOM/PMU/94 - 9	P09		16/11	\$
MOLSA/SPP/C-72	P1		4/4/12	\$1
- 003 (LOT - 1)	P1		2/7/12	\$1,
D/NSPIII/CN/653	P1		6/20/12	\$
C - 304	P07		8/15/11	\$2
IL/OFWMP/CN-130	P12		7/20/11	\$2
STEH/GZI/053/C2	P10		4/8/11	\$
MOM/PMU/95-1	P098			\$

Evan Kafka
a photographer



**American
Red Cross**



- On average 7 people die every day from fires in the home, resulting in \$7 Billion in property damage every year.
- The risk of dying is cut in half in homes with working smoke alarms.
- In 2014, the American Red Cross set a goal of reducing home fire-related injuries and deaths by 25% in 5 years.

How might we reduce fire-related injuries and deaths in the US?

Home Fire Campaign Risk Map

[About](#) [View data](#)

Search: ✕



HOME FIRE RISK

[Print Current View](#)

RISK SCORE

35

35/36

HOUSEHOLDS

17,174

MEDIAN HOUSEHOLD INCOME

\$35,578

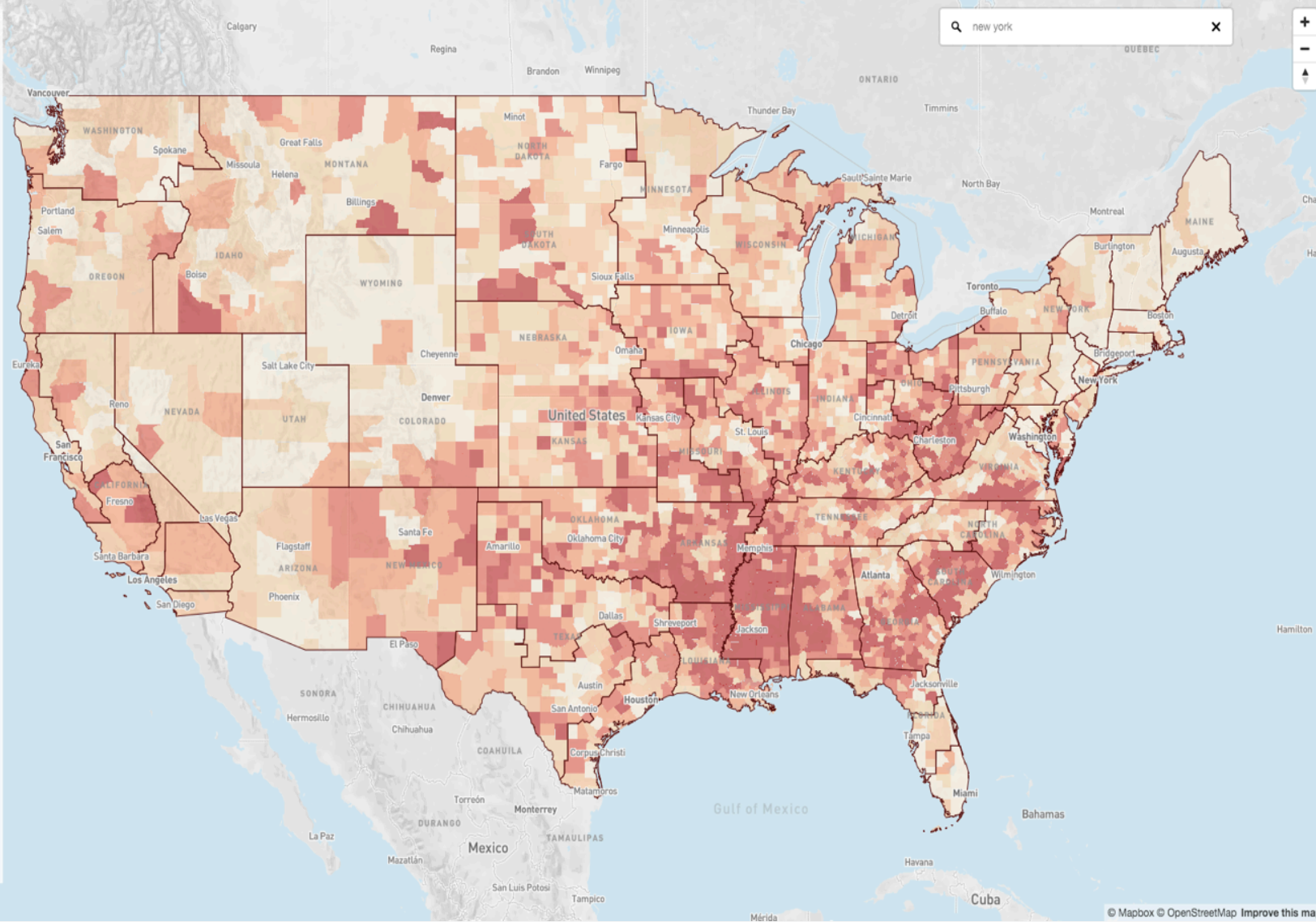
AREA

Whitman County
The American Red Cross Serving
the Greater Inland Northwest

AREAS PER REGION TO VIEW

All 10 25 50 100 200

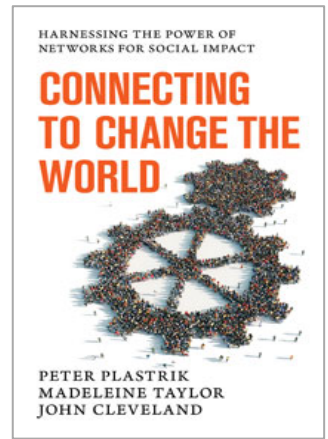
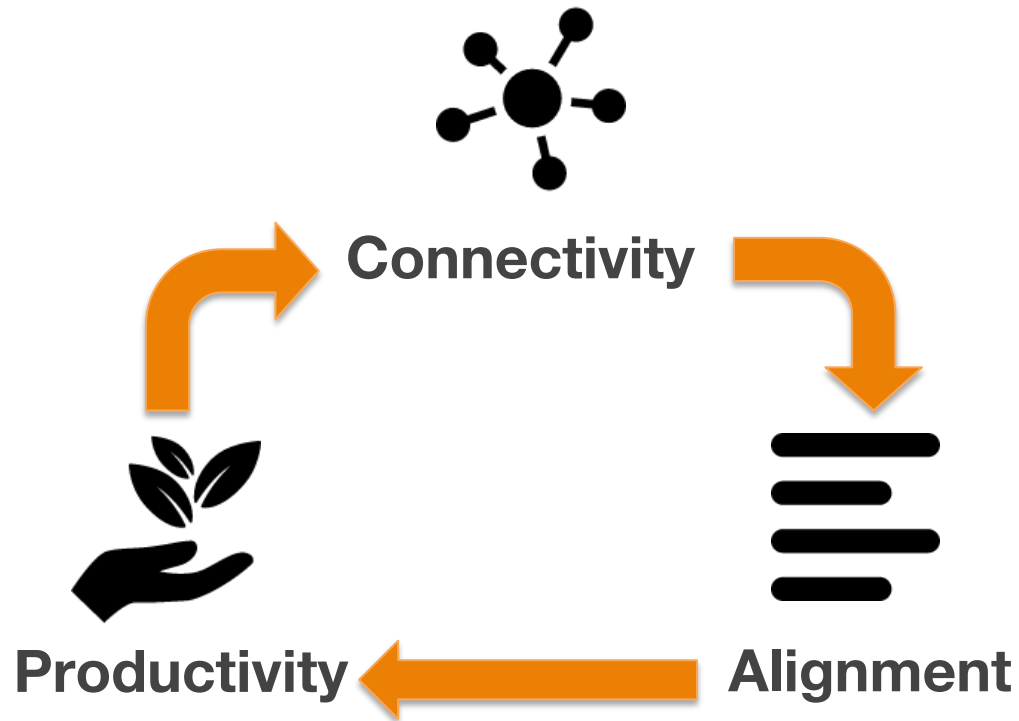
Least risk Most risk



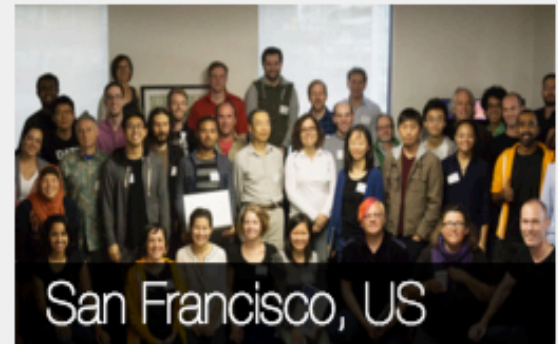


Brought to you by the DataKind Network

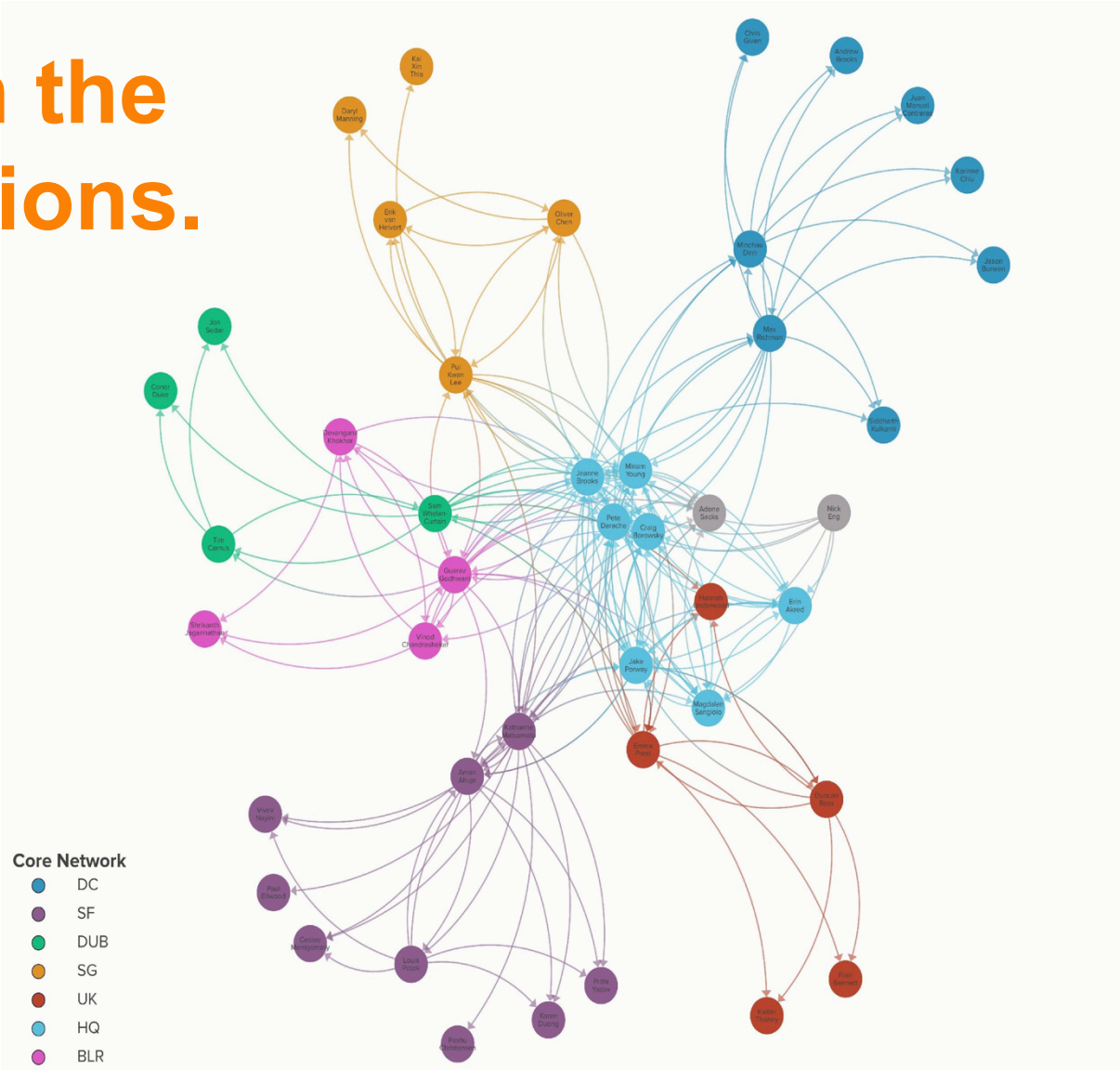
How did it happen? Intentionally!



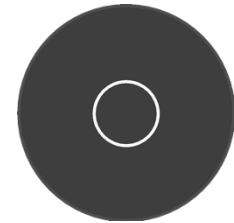
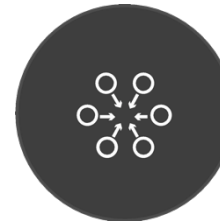
First, recruit the right people...



Build on the connections.



Then, align around a clear process...



1. Problem Exploration

We explore what's possible, then staff an expert volunteer team to work with you.

2. Data Discovery

Your team wrangles your data and identifies external data sources to leverage.

3. Prototyping

Your team co-creates solutions with you, while we oversee their work.

4. Refinement

Based on your feedback, your team makes adjustments to meet your needs.

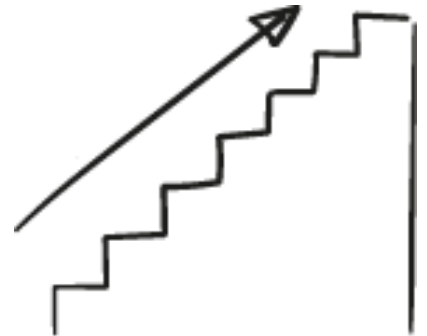
5. Solution

Your team delivers the final version and documentation so you can increase your impact.

DataKind

Lastly, let the network get “productive.”

The DataKind chapter network wants to use [data source] to do [analysis] so that [organization] can decide/act, so that [world impact].



DataKind

The DataKind chapter network wants to use [Red Cross Data + Open Data] to [build a predictive model + interactive map] so that [the Red Cross] can [reduce death + injuries caused by home fires by 25%].

How is this about the both/and?

DK, the organization

- Recruit volunteers
- Shape the process, move it forward.
- Weave the connections between nonprofit partners, the data scientists, funders + corporate partners.
- Spread the word

DK, the network

- Formulate key questions.
- Generate new insight new from multiple data sources
- Create replicable algorithms + solutions
- Amplify the data literacy of nonprofit, corporate + philanthropic partners.
- Spread the word

Result? \$5M+ free consulting to NGOs



What can we learn?

Questions to consider:

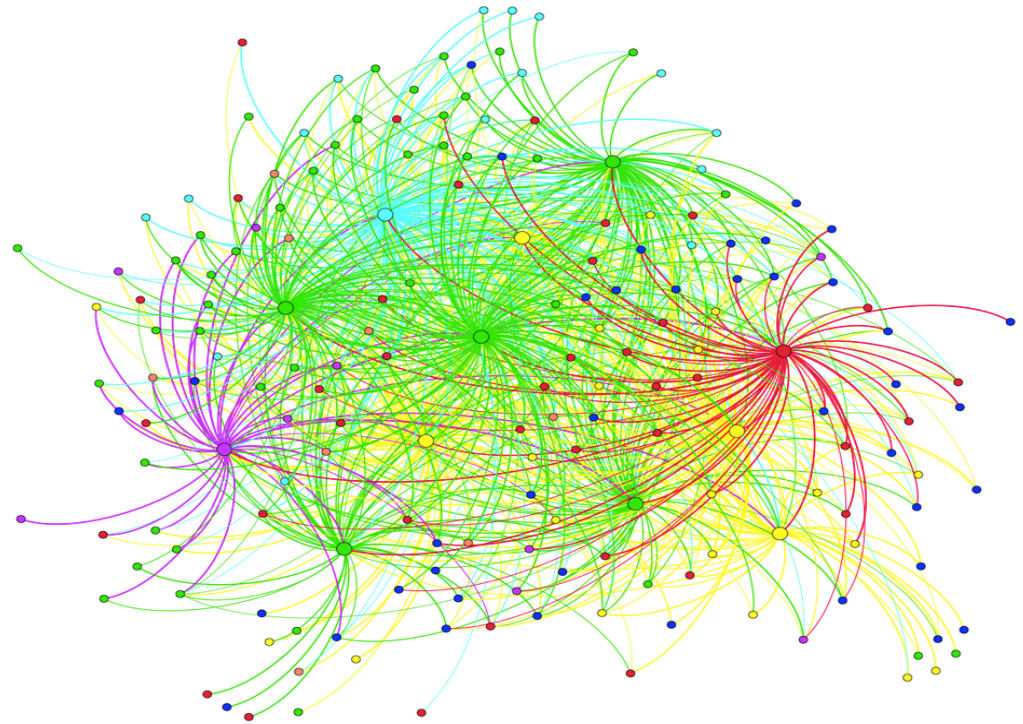
- Do you have a way for volunteers and other members of your networks to plug into your work?
- If you were to set up a network process in order to leverage greater involvement in your work, how would you think about integrating what your staff does with what the possible network contributions could be?
- What would it mean to be “productive” in your network? What is your end goal?

Network Mapping



Why do network mapping?

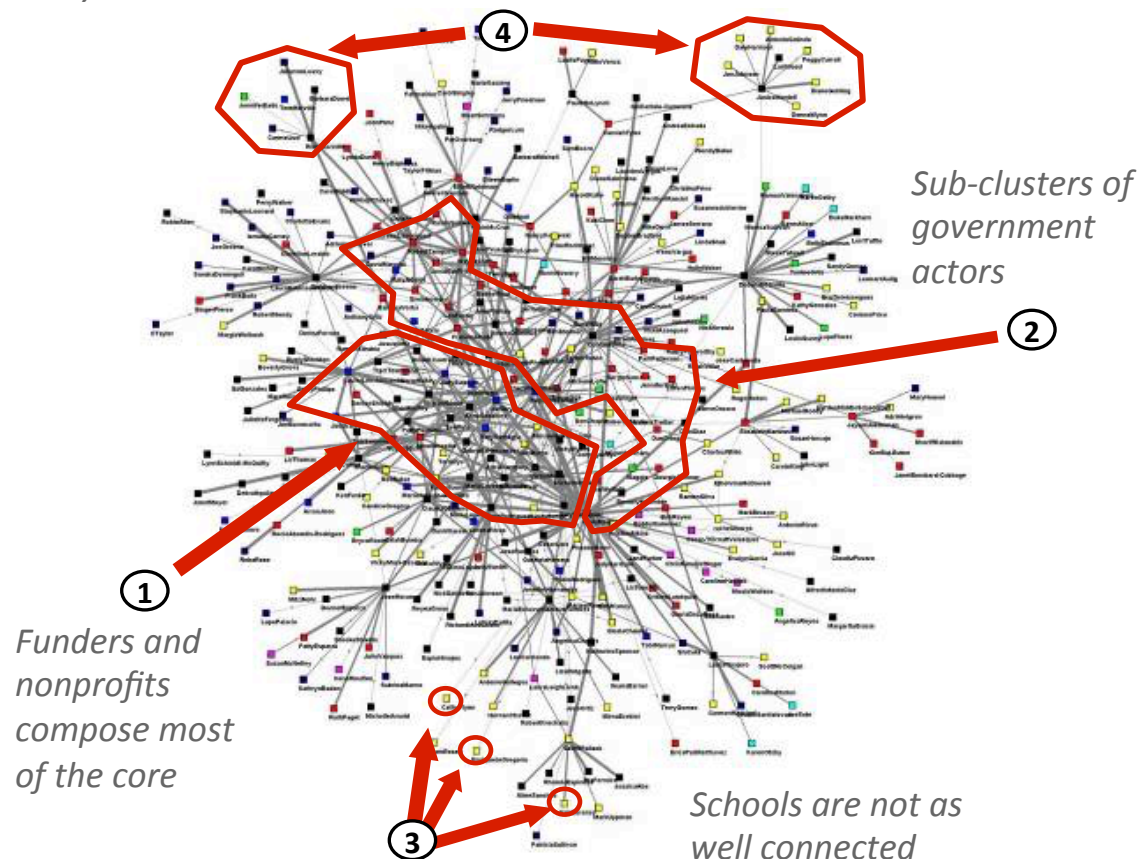
1. Visualize the network (*“see” the system*)
2. Shift mindsets, spark conversations
3. Make visible network assets & flows
4. Assess network health and changes over time



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Understanding relationships = insights

Poorly connected individual networks

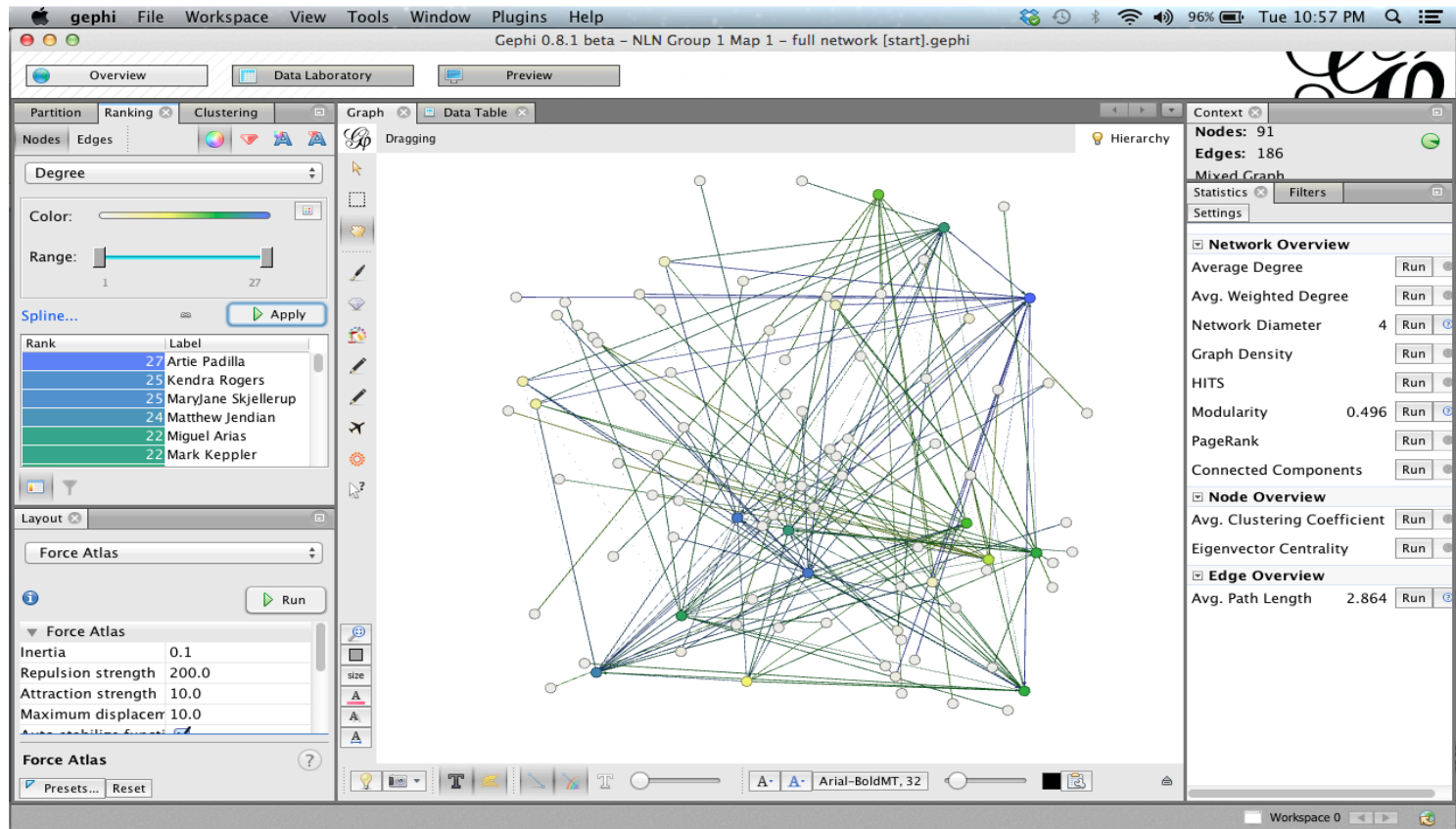


All Networks by Organization Type

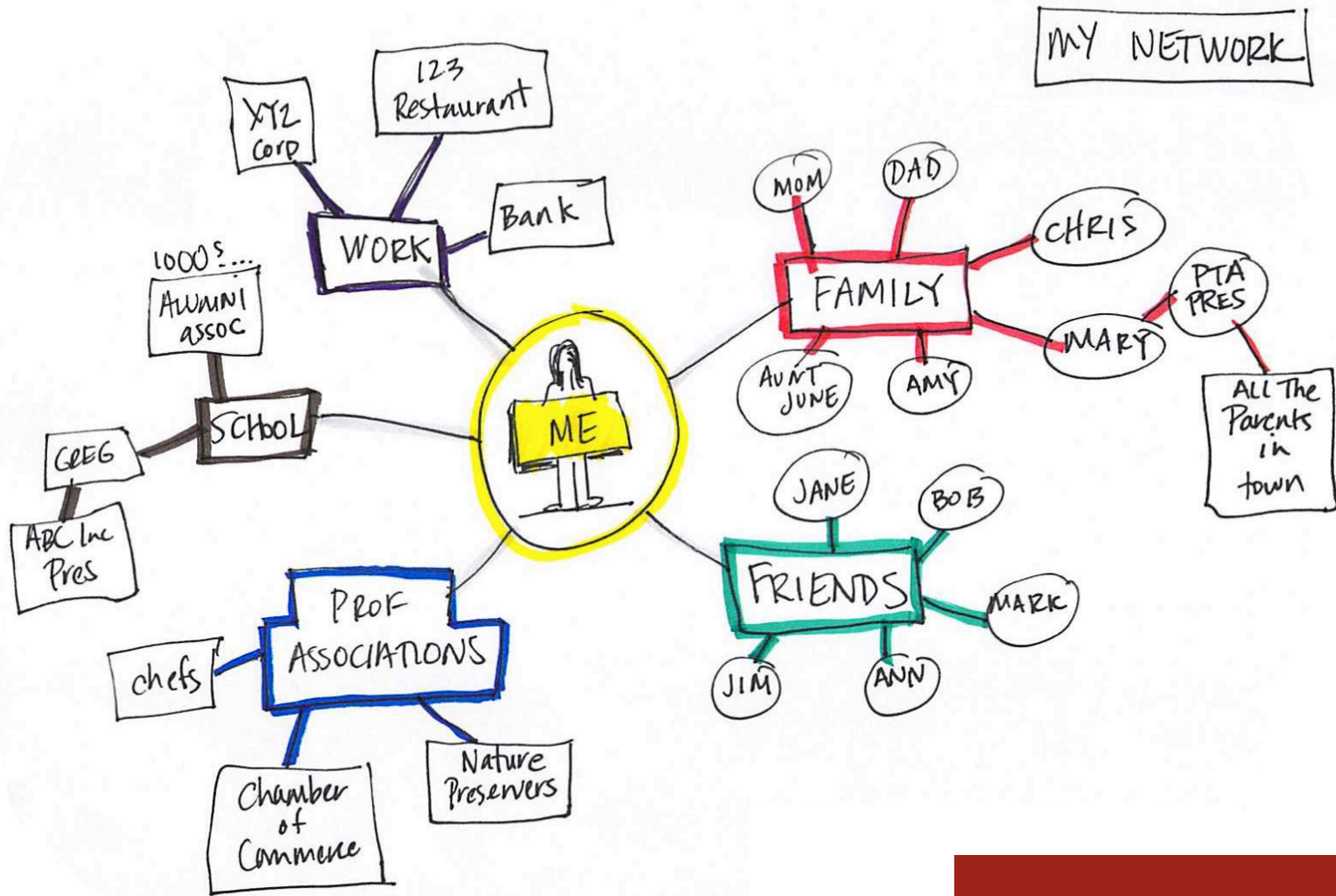
- Government Agency
- Foundation
- NonProfit
- For-Profit
- School
- Unknown
- Religious
- Other

Source: Monitor Institute

Network mapping can be high-tech...



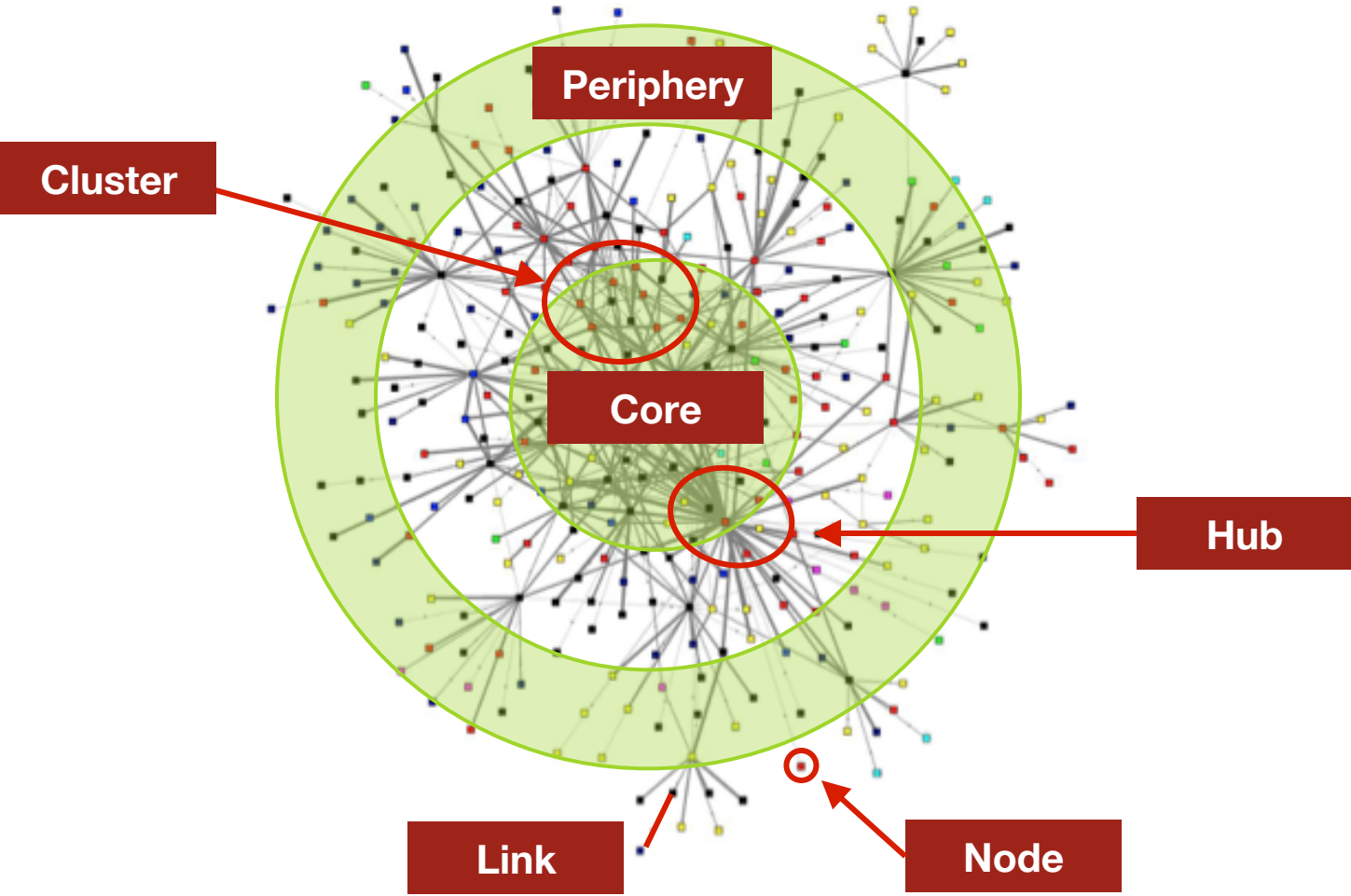
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... or low-tech!

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Reminder: how to draw a network



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Does my network serve my purpose?

5 min. What is my purpose?

- Write it at the top of the page. (*Personal*)

15 min. Who is in my network?

- Who is in your network (*people/organizations*)?
- How do players relate to you and to each other? (*Lines*)
- Which organizations/people are key hubs?
- Who is on the periphery, who is in the core?

10 min. Does my network serve my purpose?

- What needs to change to align with your purpose?
- What/who is missing from your map?

10 min. Discuss

- What/who is missing from your map?



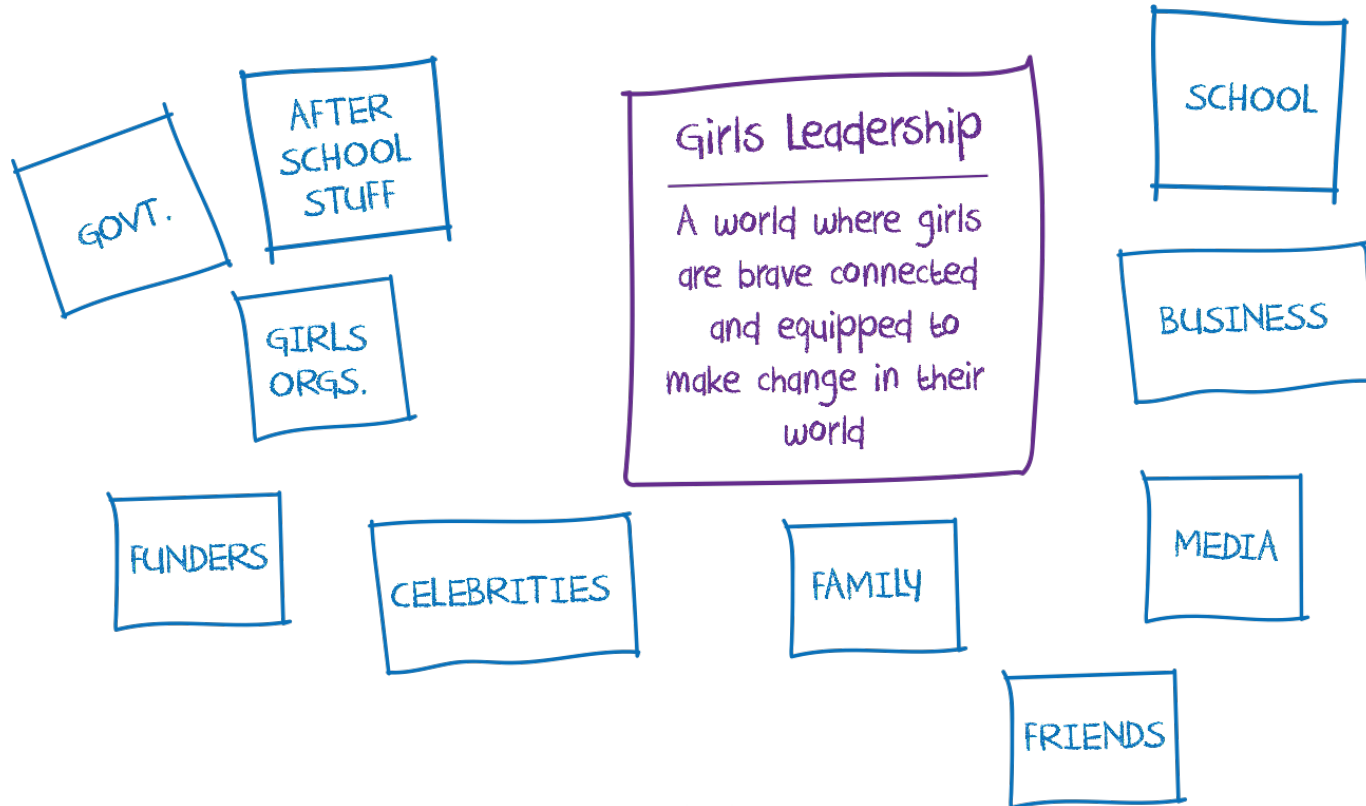
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What is my purpose?



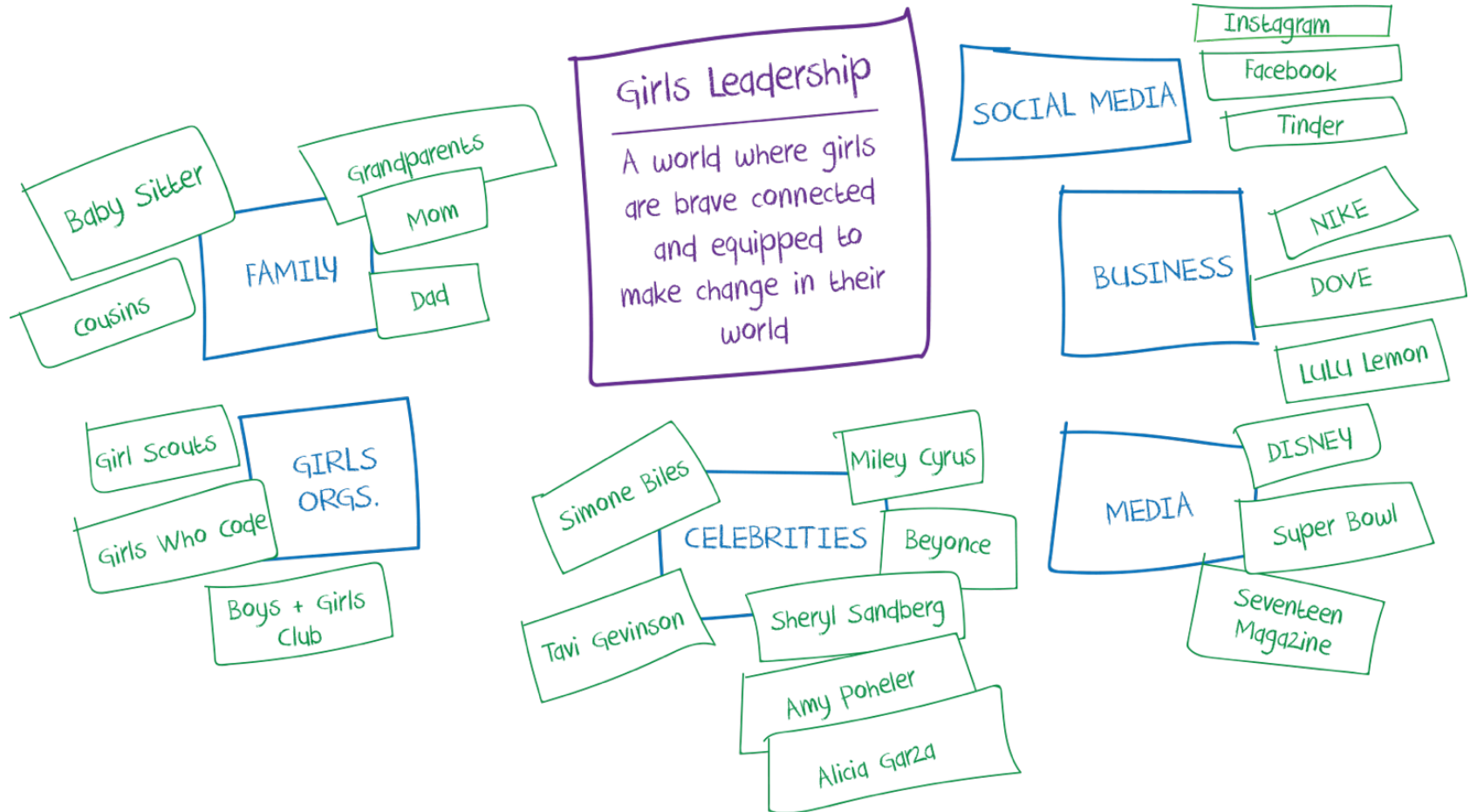
GIRLS
LEADERSHIP

Who influences that purpose?



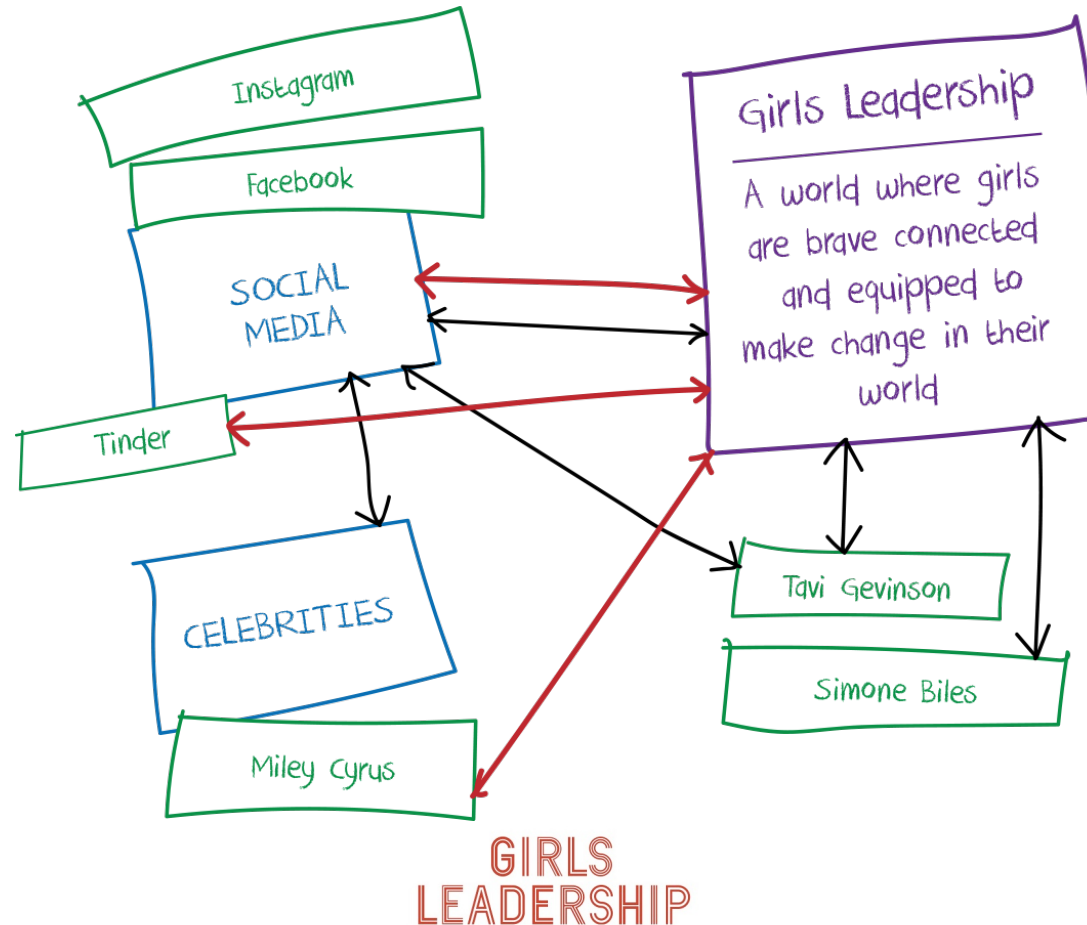
GIRLS
LEADERSHIP

Who *REALLY* influences that purpose?

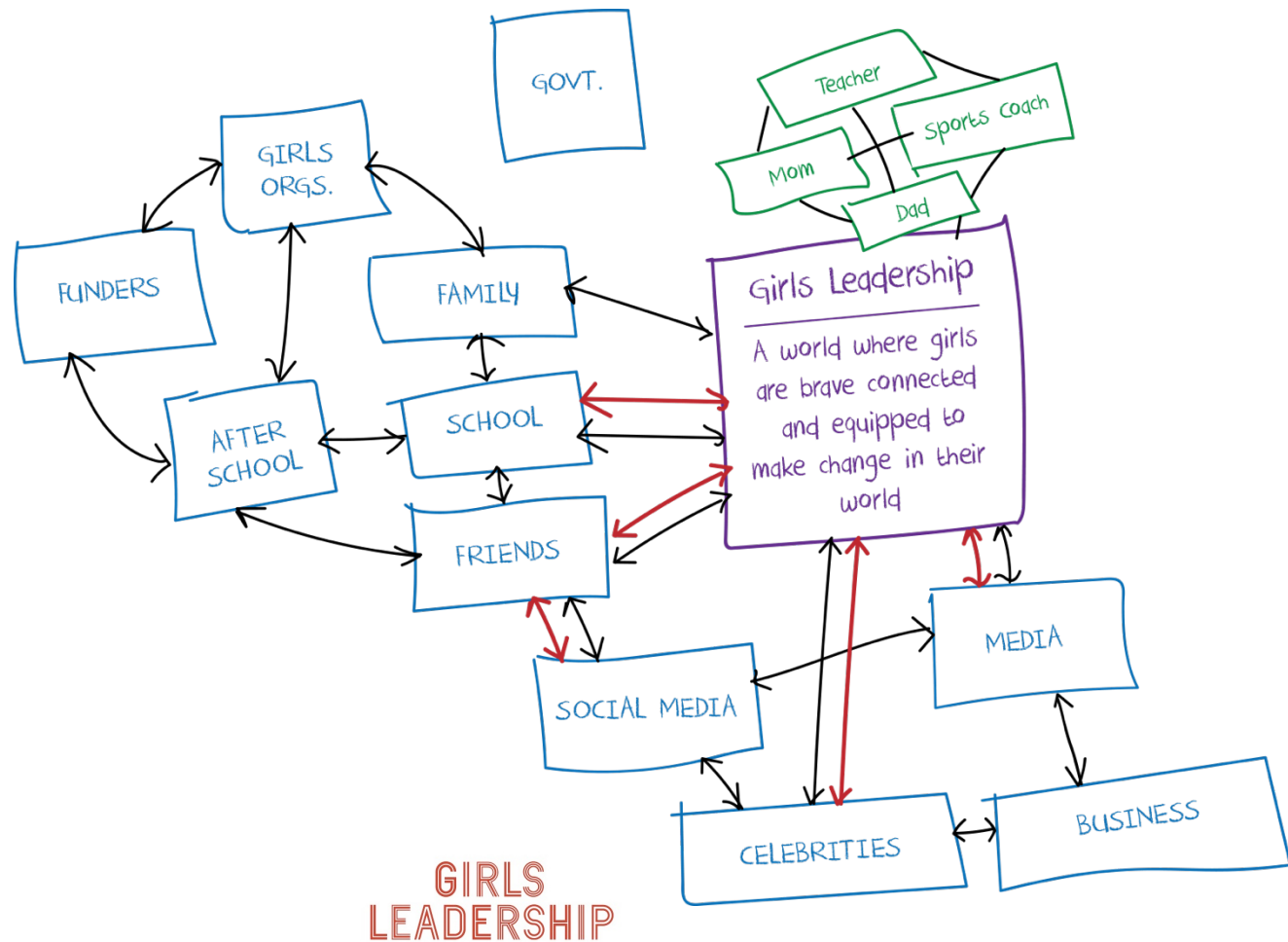


GIRLS LEADERSHIP

How do those players relate to my purpose and with one another?



How do those players relate to my purpose and with one another?



Manage the challenges & tensions

Unlearn past behaviors
(don't revert to an
organizational model)



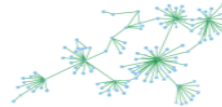
Let go of control, embrace
the messiness of
“emergence”



Keep network participants
engaged & motivated, keep
momentum going



Navigate conflict, power
struggles & competition



Create alignment around
shared goals, value



Learn and leverage new
technologies to connect



Identify and measure your
“collective impact”



Source of images: Cut Throat Communications; Blog.com; Rutgers University RU FAIR;
Kodaikanal International School; flickr

Want to learn more??



Our Favorites.....

- ***Connecting to Change the World*** by Pete Plastrik and Madeleine Taylor
- ***The Dawn of Systems Leadership*** by Senge, Hamilton, and Kania, SSIR
- **Irvine New Leadership Network Case Study**
- ***The Networked Nonprofit*** by Jane Wei Skillern, SSIR
- ***Engage: How Funders Can Support + Leverage Networks for Social Impact*** by the Monitor Institute and Rockefeller Foundation
- ***Pioneers in Justice: Building Networks + Movements for Social Change*** by Heather McLeod Grant for the Levi-Strauss Foundation
- ***The State of Network Evaluation*** by Network Impact and Center for Evaluation Innovation

Thank you!!

www.philanthropyfutures.com

www.adenesacks.com

www.mcleodgrant.com



Heather McLeod Grant

Founder and Principal,
McLeod-Grant Advisors



Adene Sacks

Philanthropic Advisor and
Social Impact Strategy
Consultant

Question & Answer



@hmcgrant



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