

COLLABORATION IS ABOUT PARTNERSHIP, NOT COMPROMISE

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2010 Nonprofit Conference

Leadership ★ Imagination ★ Action

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AGENDA

- * WELCOME
- * INTRODUCTIONS AND HOPES
- * SESSION PROCESS EXPLAINED
- * A LOOK AT PARTNERING
- * SELF-SELECT AREA OF INTEREST
- * SMALL GROUP DISCUSSION OF 4 QUESTIONS
- * LARGE GROUP DISCUSSION OF INSIGHTS
- * ADJOURN

“In order to address our toughest challenges . . . we must grow. In other words, we must exercise both LOVE (the drive to unite) and POWER (the drive to self-realization). If we choose either love or power, we will get stuck in re-creating existing realities, or worse. If we want to create new and better realities --at home, at work, in our communities, in the world -- we need to learn how to integrate our love and our power.

“Love is the predisposition toward helping others to become complete: to develop to their full potential.”

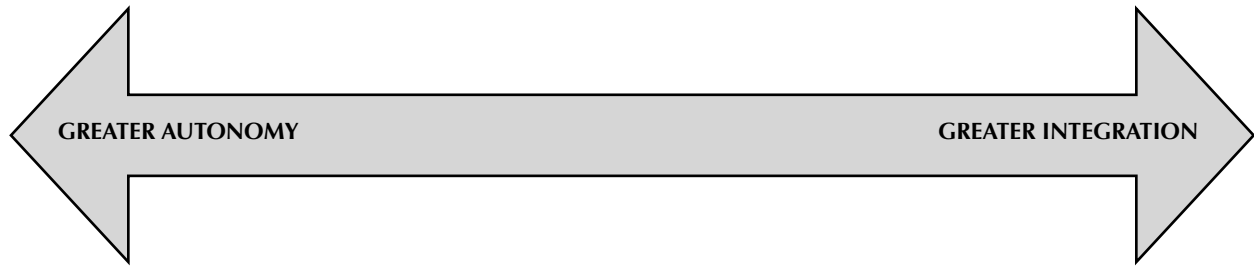
Power and Love: A Theory and Practice of Social Change
by Adam Kahane

ORGANIZATION ASSESSMENT CHART FOUR STAGES OF NONPROFIT ORGANIZATION DEVELOPMENT

	STAGE ONE: Birth	STAGE TWO: Growth / Staff	STAGE THREE: Growth / Board	STAGE FOUR: Maturity
PEOPLE: Board, Staff, Volunteers	<ul style="list-style-type: none"> - everyone does everything; board & staff may be the same people - founder gets little or no pay - personality driven; founder's vision drives - inspiration overcomes all hurdles - informal structure - entrepreneurial, risk-taking - survival mode 	<ul style="list-style-type: none"> - increase in paid staff - crisis management - program-oriented board in a state of benign neglect - confused board/staff roles - hierarchy begins on organization chart - both board and staff dependent on too few; a change of leadership would threaten the organization's existence --still putting out fires 	<ul style="list-style-type: none"> - board wakes up to its responsibilities, diversified skills and demographics - board may micro-manage - ED may have trouble letting go; identity crisis - staff burnout - staff mostly program + ED; lacks middle management - growing emphasis on efficiency, control, <i>take charge</i> 	<ul style="list-style-type: none"> - staff / board partnership - middle management staff for fundraising, financial and program management - board committees are active, especially fundraising - corporate orientation; hierarchies in communication & control - procedures dominate relationships
PROGRAMS: Services including Outreach and Marketing	<ul style="list-style-type: none"> - mission drives everything - visionary championing of social issues - lots of putting out fires - one type of program - close to clients 	<ul style="list-style-type: none"> - program competency - plan a whole year of programs; consolidation - diversify services - define clients - public comes to know the organization and its programs 	<ul style="list-style-type: none"> - create service departments - plan program objectives; emphasis on outcomes - build on track record - begin to professionalize marketing; better materials etc. 	<ul style="list-style-type: none"> - multi-year plan - targeted marketing & media - may stray from mission
FINANCE: Money In and Out	<ul style="list-style-type: none"> - little \$\$ - hand-to-mouth - small scale community support - seed grant may be foundation or government - minimal record keeping 	<ul style="list-style-type: none"> - chase grants and RFP's - raise funds for programs but not operations - organization is under-capitalized - audit but no fund accounting - cash flow problems 	<ul style="list-style-type: none"> - seek funds for operations and organization capacity building - expand government, foundations, corporations, special events - build cash reserve - increase reports to board: cash flow, budget variances 	<ul style="list-style-type: none"> - cash reserve leading to endowment - individual donors → major - big increase earned income - expand network, big time (<i>friend-raising</i>) - extensive internal reporting - financial management to build capital
INFRA- STRUCTURE: Admin. and Facility	<ul style="list-style-type: none"> - office in someone's home - program space in-kind or rented - no systems; minimal paperwork 	<ul style="list-style-type: none"> - get a proper office and equipment - consolidate program spaces - starfish effect - all (program) arms and little central body / infrastructure - inconsistent quality 	<ul style="list-style-type: none"> - refine administrative systems - bursting out of space - emphasis on productivity and task orientation 	<ul style="list-style-type: none"> - use technology to build administrative systems (fiscal, database, mail, clients, etc.) - own facility

© Carolyn J. Curran, *The Nonprofit Handbook*, Wiley & Sons, 1998

PARTNERSHIP MATRIX



- No Permanent organizational commitment
- Decision-making power remains with the individual organization

- Involves a commitment to continue for the foreseeable future
- Decision-making power is shared or transferred
- I driven by agreement

- Involves changes to corporate control or structure, including creation or dissolution of one or more organizations

----- **STRATEGIC RESTRUCTURING** -----

COLLABORATION	STRATEGIC ALLIANCE	CORPORATE INTEGRATION
Information sharing Mutual support Joint purchasing Leadership development Program coordination Joint planning	ADMIN. CONSOLIDATION Contracting for services Exchange of services Sharing services	examples include: MANAGEMENT SERVICES ORGANIZATIONS PARENT SUBSIDIARY JOINT VENTURE CORPS MERGER
	JOINT PROGRAMMING Single focus &/or program Multi-focus &/or program Integrated system	

COLLABORATION:

A relationship where two or more organizations confer, share information, or work together toward some mutual benefit while maintaining separate organizations, distributed decision-making and organizational autonomy.

STRATEGIC RESTRUCTURING:

An ongoing relationship involving two or more organizations established to increase administrative efficiency or further the programmatic ends and social mission of one or more of the participating organizations through shared, transferred or combined services, resources, or programs. Strategic restructuring always involves a partial or total change in the locus of control of one or more of the partnering organizations.

STRATEGIC ALLIANCE : There is no change to the corporate structure

Administrative Consolidation involve the sharing, exchanging or contracting of administrative functions to increase administrative efficiency of more than one organizations.

Joint Programming involves the joint launching and managing of more than one programs to further the programmatic mission of the participating organizations.

CORPORATE INTEGRATION

Management service organizations involve the creation of a new organization in order to integrate administrative functions and increase the administrative efficiency of the participating organization.

Joint venture corporation involves the creation of a new organization to further a specific administrative or programmatic end of two or more organizations. Partner organizations share governance of the new organization.

Parent-subsidiary involves the integration of some administrative functions and programmatic services to increase the administrative efficiency and program quality of one or more organizations through the creation of a new organization or designation of a preexisting organization to oversee the administrative functions and programmatic services of one or more organizations.

Mergers involve the integration of all programmatic and administrative functions to increase administrative efficiency and program quality of one or more organizations through the dissolution of one or more organizations or the creation of a new merged organization.

La Piana, D. (2000). *The nonprofit mergers workbook*.

QUOTATIONS

The problems of the world cannot possibly be solved by skeptics or cynics whose horizons are limited by the obvious realities. We need men who can dream of things that never were.

John Fitzgerald Kennedy

*Walker, there is no path.
The path is made by walking.*

Antonio Macado

Sacred book of Mayan Q'iche people the 'Popol Vuh' states:

*We did not put our ideas together.
We put our purposes together.
And we agreed and then we decided.*

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