

Topic 2.10 Lecture 4

Nonprofit Sector Collaboration



Welcome to lecture 4 of Topic 2.10. In this lecture we are going to look focus on nonprofit sector collaborations.



High-Impact Nonprofits

- Six practices:
 - Serve and advocate
 - Make markets work
 - Inspire evangelists
 - Nurture nonprofit networks
 - Master the art of adaptation
 - Shared leadership

McLeod and Crutchfield, 2007



Research has shown that the key success factor of nonprofit organisations that achieve substantial and sustained results and have an impact on the entire system or field is their ability to mobilise every sector of society – government, business, nonprofits and the public.

Six practices that high-impact nonprofits use to achieve extraordinary impact are:

- Serve and advocate – in addition to providing great programs, they advocate to acquire government resources for scaling their impact and to change legislation
- Make markets work – they find ways to partner with businesses and to develop earned income strategies
- Inspire evangelists – they build strong communities of supporters who help them achieve their goals
- Nurture nonprofit networks – instead of competing with other nonprofits they build their field into a movement through collaboration
- Master the art of adaptation – they have mastered the cycle of adaptation: listening to feedback from their external environment, seeking opportunities for improvement or change, developing new ideas or improving older programs, evaluating and learning what aspects of the innovation works, and sharing information and best practice across their network
- Shared leadership – the leaders share power within their organisation and throughout their external network



Group Development for Collaboration

- Often described as four stages:
 - Stage 1: Forming
 - Stage 2: Storming
 - Stage 3: Norming
 - Stage 4: Performing

Smith, 2005



The group development process is often described as consisting of four stages:

Stage 1: *Forming* - when the group originally comes together, individuals desire to be accepted by others and avoid conflict

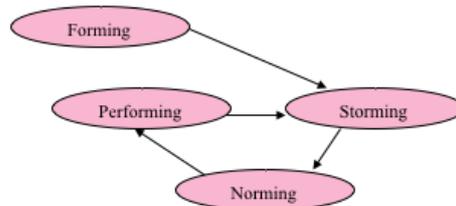
Stage 2: *Storming* - issues of conflict and power appear, individuals may feel they are winning or losing battles, the group looks for rules and structure to prevent the conflict continuing

Stage 3: *Norming* – the group's identity strengthens and becomes more cohesive, rules and structure are established, individuals understand each other better and appreciate each others skills and experience

Stage 4: *Performing* - trust has developed, the group works well together to solve problems and make decisions, group identity has developed, leadership is shared and morale is high

Process Not Always Linear

- Can move back to the storming stage



communitycapacitybuilders
community building program

As this diagram shows, the group development process is not always a linear process that moves through the successive stages - forming to storming, to norming and then performing. When conflicts arise or when people leave the group and new people enter the group a performing group can move back to the storming stage, address power and conflict issues before once again moving through the norming and then performing stages.



Need for Shared Identity

- Stage 5: Collaborating
 - The group is cohesive and has a strong shared identity, the group is able to work with other groups to solve problems, make decisions and undertake tasks

- Three statements for shared values, vision and mission:
 - A values statement
 - A vision statement
 - A mission statement



In order for a group to progress from performing as an individual group to becoming a stakeholder involved in collaborations, a fifth stage in the group development process is required: Stage 5: *Collaborating* - the group is cohesive and has a strong shared identity, the group is able to work with other groups to solve problems, make decisions and undertake tasks

Groups need to have a strong shared group identify in order to collaborate effectively – the group needs a shared set of values, a shared purpose and a shared vision for its future.

During the Community Leadership program we have identified three statements a nonprofit organisation can produce to clarify and promote its shared values, vision and mission: A values statement, A vision statement, and A mission statement

In Topic 1.2 ‘Community Based Research’ we noted that during step 1 of the Oregon Model ‘Where are we now?’ a community values statement is sometime developed. Similarly, the members of a community group could identify the values that are important to their group and develop a values statement for their group.

In Topic 2.3 ‘Community Visioning’ we explored the product of the visioning process; the vision statement, which is a description of an organisation’s or community’s desired future.

In Topic 2.4 ‘Community and Strategic Planning’ we highlighted that an organisation could develop a mission statement – a statement that describes the purpose of the organisation.

If a group is unclear about its shared values, purpose and vision, the group will find it difficult to communicate their group’s interests to other groups, and will find it difficult to develop a shared set of values, purpose and vision with other groups, which is required for diverse groups to effectively work in collaborations/partnerships.



Collaborative Projects End

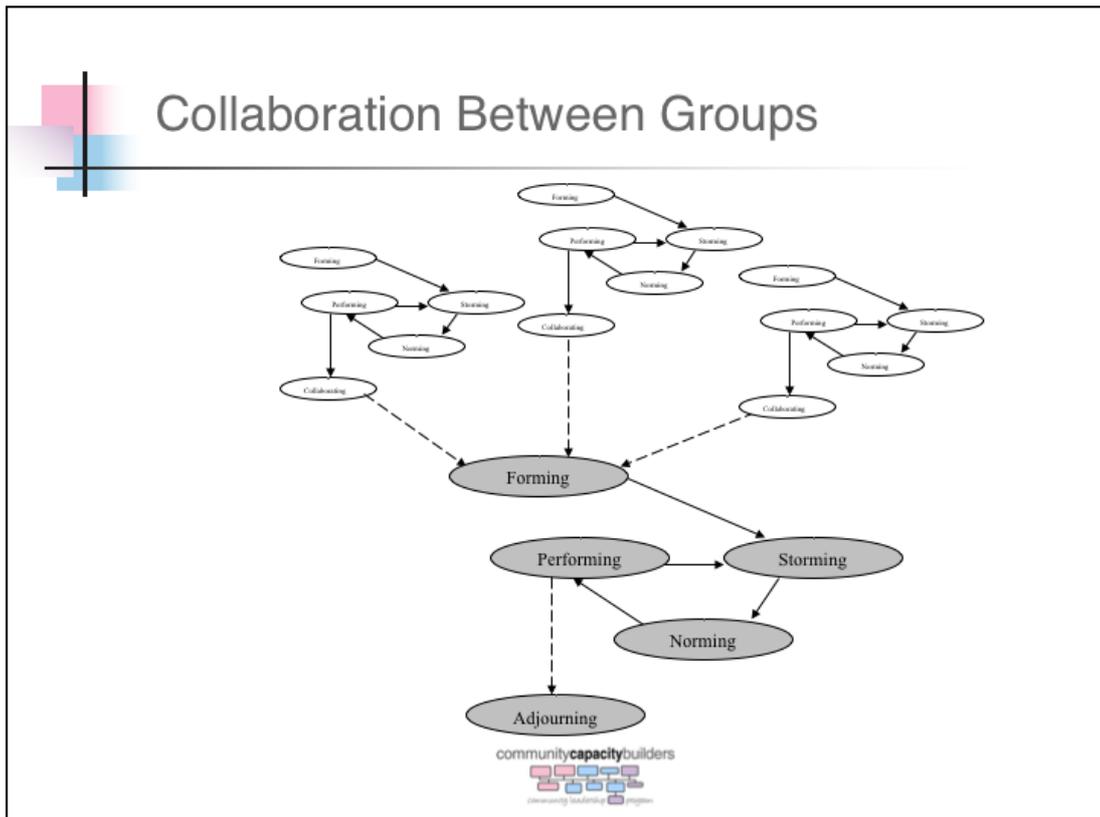
- Stage 6: Adjourning
 - The collaboration/partnership is dissolved due to the termination of the project. This stage involves the completion of tasks and the cessation of roles



Very complex group dynamics are occurring when diverse groups work collaboratively, as in addition to the collaboration/partnership having to go through the stages of forming, storming, norming and performing, behind the scenes of the collaboration/partnership the individual groups that make up the collaboration/partnership are each going through their own stages of forming, storming, norming, performing and collaborating.

Given that projects have an end date, at the end of collaborative projects the collaboration/partnership is usually disbanded, which can be considered a sixth stage in the group process:

Stage 6: *Adjourning* - the collaboration/partnership is dissolved due to the termination of the project. This stage involves the completion of tasks and the cessation of roles.



This diagram, representing three groups coming together to work collaboratively, illustrates the complex group dynamics that occur when separate groups come together to work collaboratively.

In order to manage the complexity of such collaborations community leaders, representing their own organisation, need to develop effective speaking and listening skills and practice facilitative and collaborative leadership, so that the bonding social capital required within their own group and the bridging and linking social capital required to work with diverse stakeholders in collaborations/partnerships can be built.



Large & Small Nonprofit Collaborations

- Benefits for small nonprofit organisations include:
 - Able to access the immense intellectual property and resources of large organisations
 - Able to access policies and procedures such as monitoring and performance review processes
 - Able to access financial expertise, HR support, assistance with strategic and action planning and free or reduced cost training
 - Real growth and confidence to think bigger about their mission and strategy
 - Reduced isolation

Mitchell and Drake, 2005



There are benefits that can be achieved for both large nonprofit organisations and small nonprofits (community groups) though collaborations. In Topic 2.7 Funding Sources we explored one form of collaboration, the practice of auspicing, which enables small nonprofit organisations that are not incorporated to access grant funding from funders that require grant applicants to be an incorporated organisation, by collaborating with larger incorporated nonprofit organisation.

Research undertaken in the UK found the following benefits for small nonprofit organisations from working collaboratively with larger nonprofit organisations:

- Able to access the immense intellectual property and resources of large organisations
- Able to access policies and procedures such as monitoring and performance review processes
- Able to access financial expertise, HR support, assistance with strategic and action planning and free or reduced cost training
- Real growth and confidence to think bigger about their mission and strategy
- Reduced isolation



Large & Small Nonprofit Collaborations

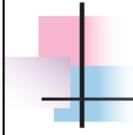
- Benefits for large nonprofit organisations include:
 - Better community intelligence - links with the local community that supplied new ideas and information, and facilitated their understanding of the 'grass roots' issues in communities
 - Able to build new relationships in areas that they had previously been unable to penetrate
 - Increased reputation in the local community – seen as builders of alliances rather than organisations that 'helicopter in' to set up new services
 - Access to local providers they had previously had little contact with

Mitchell and Drake, 2005



Benefits for large nonprofit organisations from working collaboratively with smaller nonprofit include:

- Better community intelligence - links with the local community that supplied new ideas and information, and facilitated their understanding of the 'grass roots' issues in communities
- Able to build new relationships in areas that they had previously been unable to penetrate
- Increased reputation in the local community – seen as builders of alliances rather than organisations that 'helicopter in' to set up new services
- Access to local providers they had previously had little contact with



Tripartite Partnerships

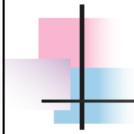
- 'partnerships that bring together actors from the business, public and civil-society sectors'

Stadler, L., 2016



During Topic 1.4 'Participation and Collaboration' we looked at another non-profit collaboration. We looked at Tripartite Partnerships which are defined as:

'partnerships that bring together actors from the business, public and civil-society sectors' - they bring together people from business, government and civil society.



References

- McLeod Grant, H & Crutchfield, L.R. (2007), 'Creating High-Impact Nonprofits', Stanford Social Innovation Review, Fall 2007, pp. 32-41
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- Stadtler, L. (2016). Scaling up Tripartite Social Partnerships: Insights from the Becoming Perspective on Change. Journal of Corporate Citizenship, (63), 96-118

