

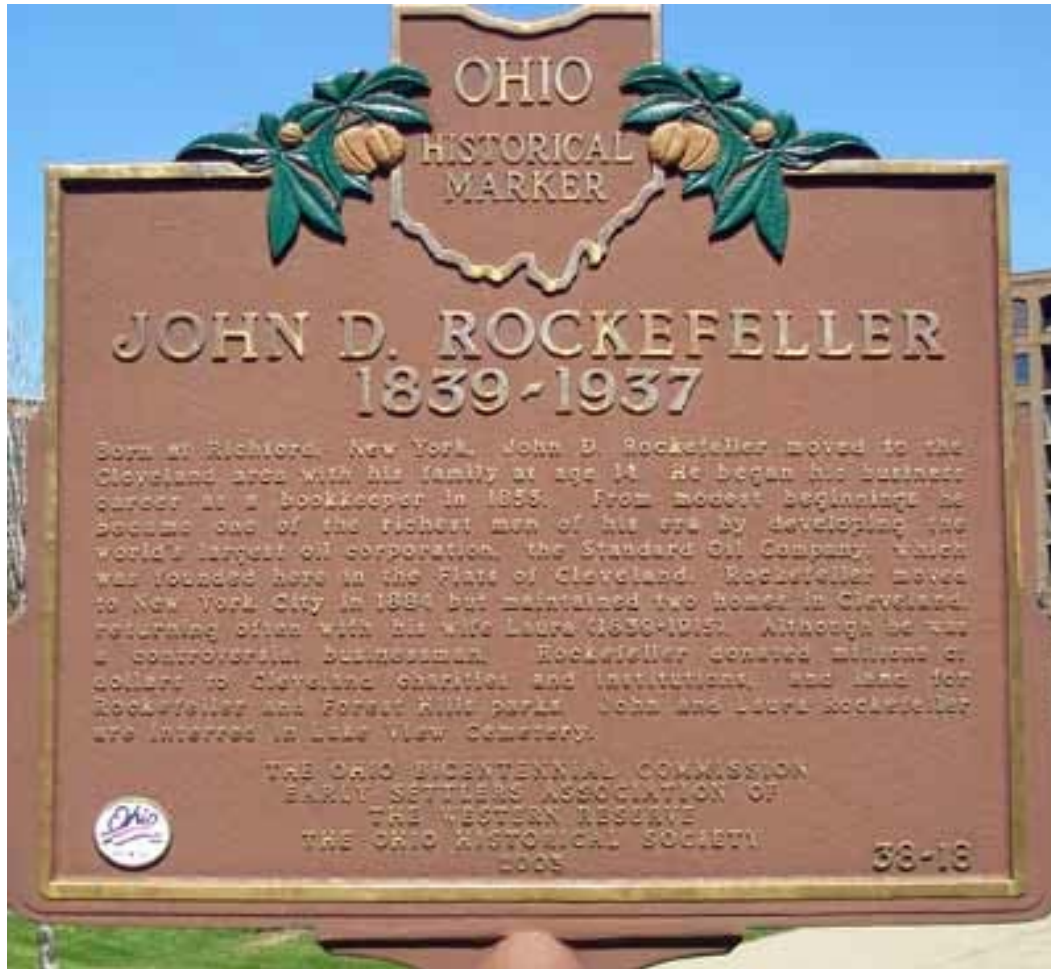
ROCKEFELLER
Philanthropy
Advisors



“Let’s Talk About Collaboration”

Oct. 19, 2016

Rockefeller Roots in Cleveland



ALL I REALLY
NEED TO KNOW
I LEARNED IN
KINDERGARTEN

THE CLASSIC
INTERNATIONAL BESTSELLER

25TH

ANNIVERSARY
EDITION

UNCOMMON THOUGHTS
ON COMMON THINGS

MORE THAN 7 MILLION
COPIES SOLD

ROBERT FULGHUM

About Collaboration

In High School

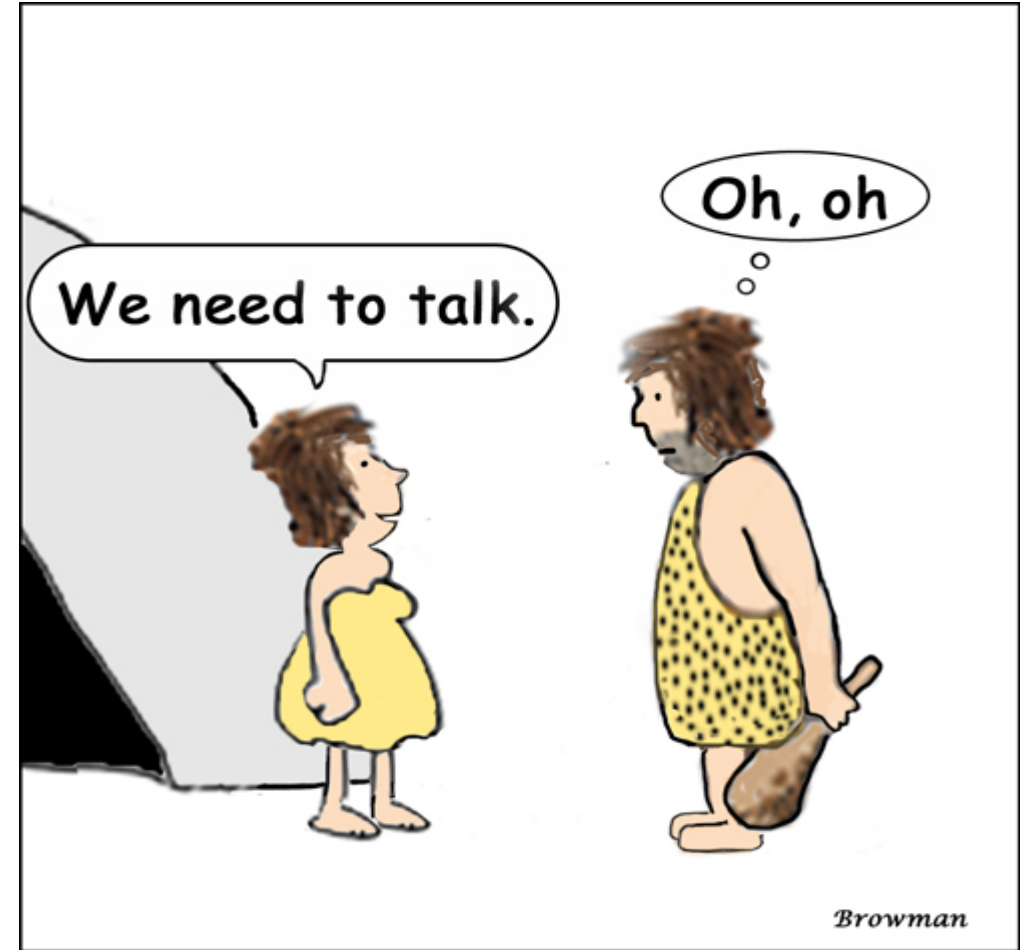
Obvious

Working Together

BY Mae Hong

DTR

Define the Relationship



For Instance . . .



STAR ALLIANCE

- 2 ½ years
- 5 retreats
- 3 different facilitators
- \$100,000
- 12 drafts of “Charters” and “MOUs” and “Agreements” and “Roles and Responsibilities”

Key Drivers of Collaboration

Scale and complexity of problems

Limited resources

Efficiency

Impact

MIETA MISSION

"IF YOU WANT TO GO FAST, GO ALONE.
IF YOU WANT TO GO FAR,
GO TOGETHER."
- AFRICAN PROVERB



“Old” Collaboration



Joint Programs



Coordination

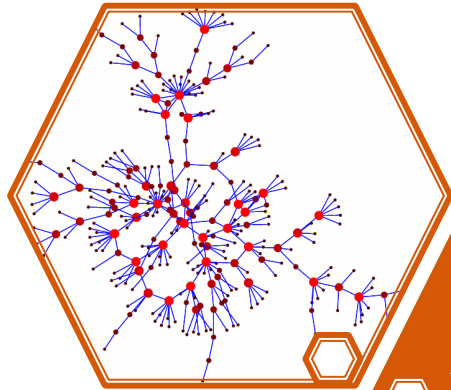


Shared Functions



Consolidation

“New” Collaboration



○ Networks



○ Cross-Sector



○ Coalitions



○ Movements

A Networked Approach

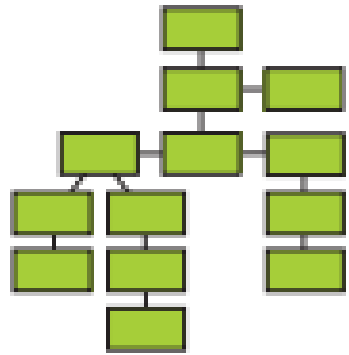


Habitat
for Humanity[®]
Egypt

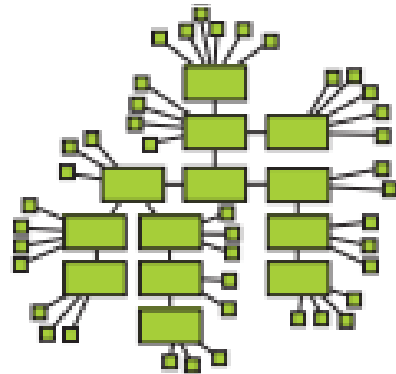
- ♥ Traditional model builds 30-40 houses per year
- ♥ Ambitious goal to house 2 million in 25 years
- ♥ Built and nurtured network of 30 local community development organizations
- ♥ Now builds 2,000 new homes annually

Evolution of “Networks”

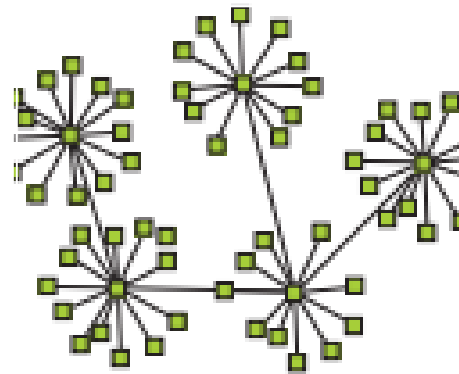
"The pursuit of mission impact through mobilizing, engaging and supporting trusted values-aligned peers."



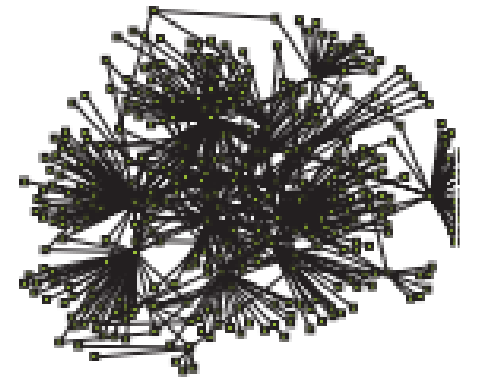
Single
Connections



Membership
Organizations



Hub & Spoke



Network of
Networks

Traditional Vs. Networked Approach

Goal

- Overcome fragmentation
- Build community assets
- Develop better programs
- Spread what works
- Mobilize action

Traditional

- Bring players and programs under one umbrella
- Administer service units
- Gather input from people you know
- Disseminate reports
- Organize tightly controlled campaign

Networked

- Coordinate resources and action
- Weave social ties
- Access new and diverse perspectives
- Openly build and share knowledge
- Create infrastructure for widespread engagement

Characteristics of Movements



- Loosely organized
- Grassroots/constituency-based
- Take time
- Sustained over time
- Fluid and Evolving
- Have scale
- Messy
- Collective action by people with shared values

(Source: Grantmakers for Effective Organizations: Many Hands, More Impact: Philanthropy's Role in Supporting Movements")

New Skills and Mindset Required

“Collaboration is a muscle that needs to be trained and used well. How do create an environment for us to use that muscle?”

~Tonya Allen, Skillman Foundation

- Meta-mission, not organization
- Trust, not control
- Nodes, not hubs
- Humility, not brand

Collaboration Pitfalls

Not knowing
the answer

Unclear/
uncomfortable
roles

More talk than
action

Information
over/under
sharing

Fear of fighting

More work

More hugs than
decisions

Hard to know
who to blame?
who to praise?

It All Boils Down to . . .



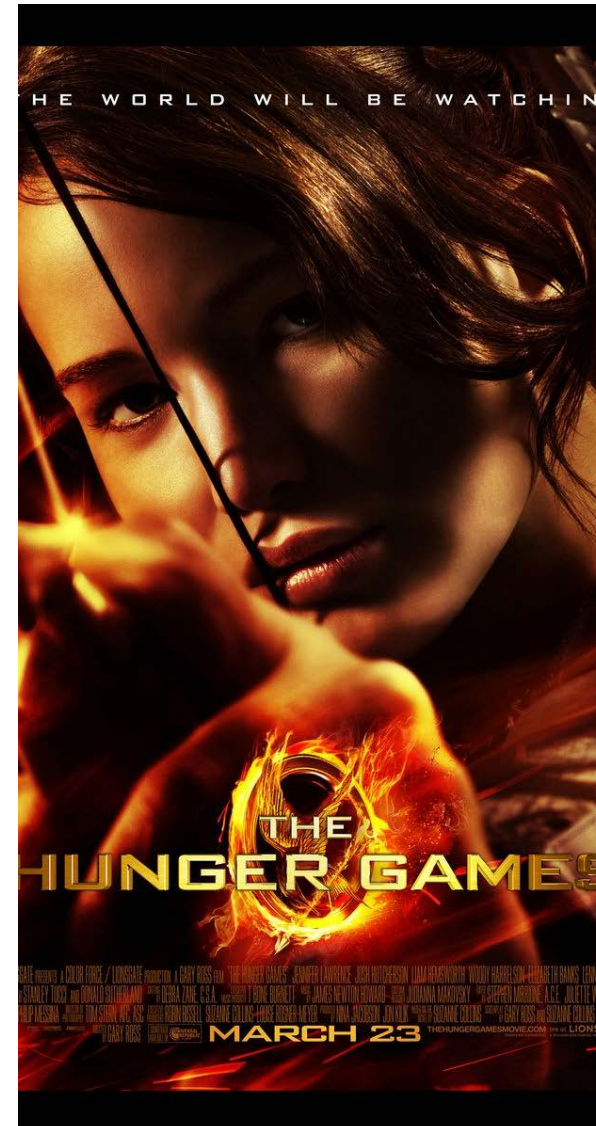
Self Preservation



Process Fatigue

Adapted from: The Dark Side of Collaboration (La Piana Consulting, 2016)

Myths About What Funders Want



What Funders Are Looking For



Does anyone else besides you think your work is important?




Is there an internal enabling environment?



Does the collaboration extend beyond just one level/layer of the organization?



Is there self-awareness and clarity about your place in the landscape?



Is there evidence of your organization ceding power/position for the greater good?



Does your work contribute to the movement?