

# Part 2 - Coalition Building Across Diverse Chambers: Aligning Interests and Expanding Opportunity

Mendoza College of Business  
Nonprofit Executive Programs  
July 14-15, 2016

# AGENDA REVIEW

# Day 1 Agenda Review

Time	Activity
9:30 – 9:45 a.m.	Agenda Review and Session Objectives
9:45 – 10:45 a.m.	Making Collaboration Work: Strategies for Building Effective Partnerships
10:45 – 11:00 a.m.	Break
11:00 – 12:15 p.m.	Using Partnerships to Strengthen Impact: A Conversation with Chicago-Area Nonprofit Leaders
12:15 – 12:30 p.m.	Morning Wrap-up and Reflections
12:30 – 1:30 p.m.	Lunch
1:30 – 2:30 p.m.	Small Groups: Case Discussion and Report Out
2:30 – 2:45 p.m.	Break
2:45 – 3:45 p.m.	Exemplar Highlight: Instituto Del Progreso Latino
3:45 – 4:00 p.m.	Afternoon Wrap-up and Reflections; Review Consultancy Protocol and Call for Topics

# Day 2 Agenda Review

Time	Activity
9:00 – 10:15 a.m.	Public/Private Partnership: Working Together to Build Strong Communities
10:15 – 10:30 a.m.	Break
10:30 – 11:30 a.m.	Small Groups: Case Discussion and Report Out
11:30 – 12:00 p.m.	Morning Wrap-up, Reflections and Last Call for Consultancy Topics
12:00 – 1:00 p.m.	Lunch
1:00 – 1:15 p.m.	Detailed Review of Consultancy Protocol and Topics
1:15 – 2:15 p.m.	Consultancy I
2:15 – 2:30 p.m.	Break
2:30 – 3:30 p.m.	Consultancy II
3:30 – 4:00 p.m.	Consultancy debrief and closing reflections

# SESSION OBJECTIVES

# Session Objectives

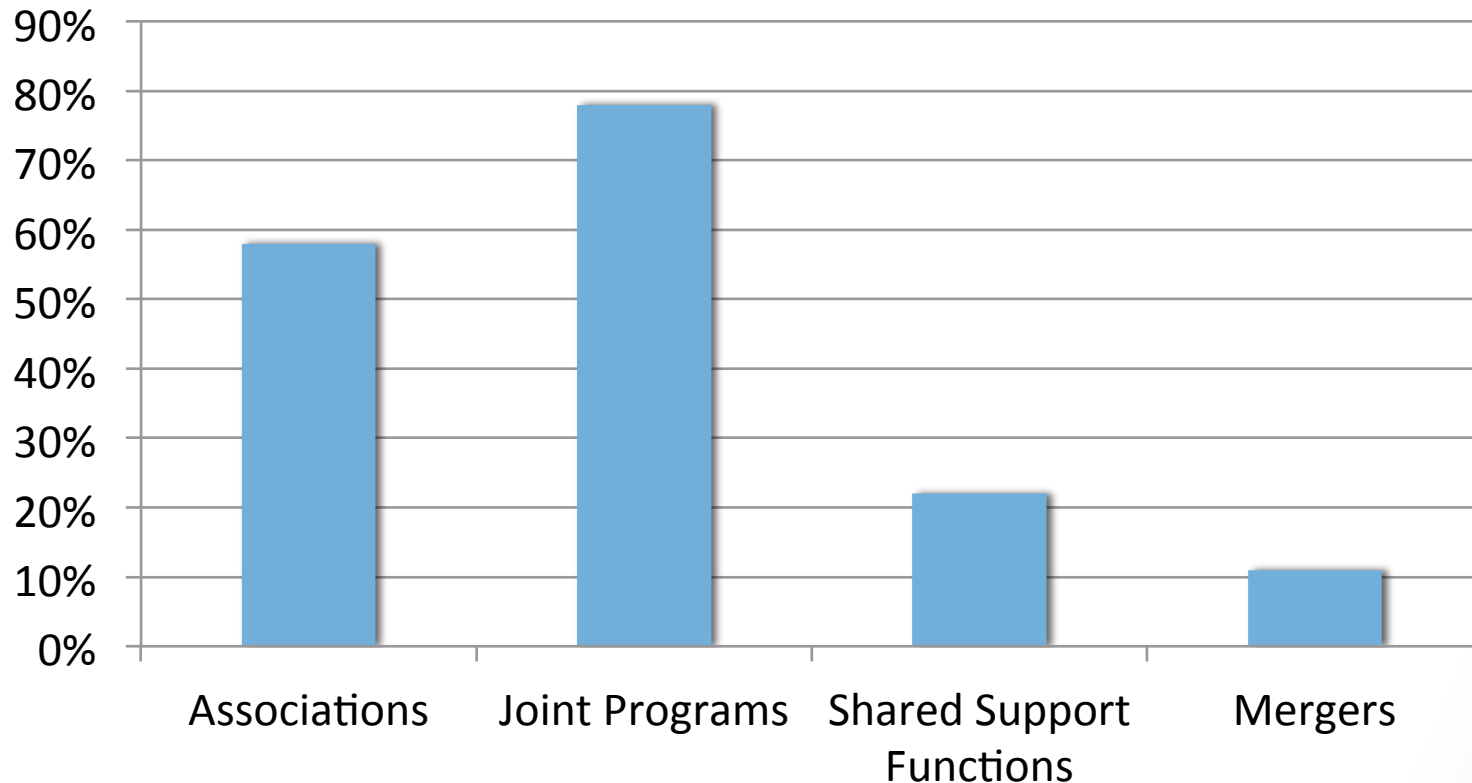
- Strengthen knowledge of collaboration best practices
- Gain insights and lessons for building effective partnerships from Chicago-area leaders and peers
- Analyze strengths and weaknesses of collaborations using best practices, insights and lessons
- Use consultancies to develop strategies for promising collaborations within their organizations
- Additions?

**MAKING COLLABORATION WORK:  
STRATEGIES FOR BUILDING  
EFFECTIVE PARTNERSHIPS**

# Collaboration is pervasive among nonprofits

*91% of nonprofits are engaged in at least one form of collaboration*

## Nonprofit Collaborations



Source: <http://www.bridgespan.org/getmedia/8c567d25-4e3a-41ba-9071-7b5667bc26a1/MakingSenseOfNonprofitCollaborations.pdf.aspx>



# Why collaborate?

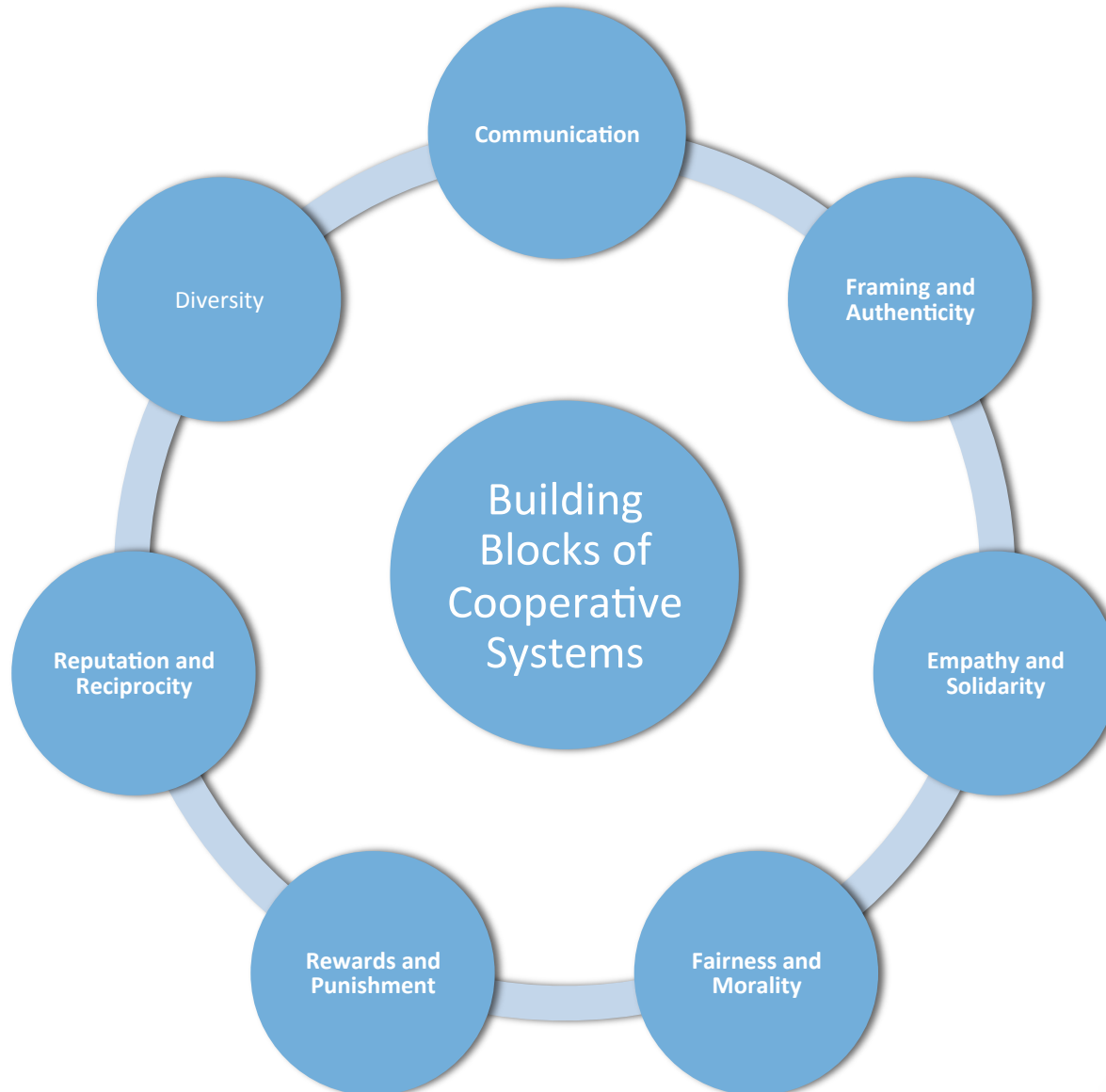
- Achieve greater leverage among stakeholders, e.g. build awareness or advocacy
- Address complex issues that require coordinating multiple stakeholders
- Provide an integrated continuum of services to meet beneficiaries' needs
- Strengthen or expand program or service quality and performance
- Gain back-office or administrative efficiencies
- Achieve greater economies of program scale
- Enter new geographies, provide new services, or reach new beneficiaries

# How often has collaboration meant...

- Working only with people who agree with you?
- Converting people to your way of thinking?
- Agreeing to an unsatisfying compromise?

What does it take to build an effective collaboration?

# What Science Tells Us We Need to Cooperate



# Building Collaborative Relationships

## Keys to Success

- Shared purpose
- Shared power
- Shared view of interdependence
- Mutual respect and trust
- Shared control
- Shared indicators of progress

## Challenges to Collaboration

- Lack of common vision
- Costs not identified upfront
- Insufficient human capital and financial resources
- Lack of buy-in
- Conflict among leaders
- Leadership lacking the right skills

“Collaboration isn’t easy – that’s why it is still far too infrequent across all forms of social enterprise. But when peer organizations embrace shared goals and clearly articulate how they will achieve them, collaboration works. Most important is believing that a group – even of “competitors” – can accomplish what no one member could do alone.”

*Thomas J. Tierney*

**BREAK**

Panel Discussion:

**USING PARTNERSHIPS TO  
STRENGTHEN IMPACT:  
A CONVERSATION WITH CHICAGO-  
AREA NONPROFIT LEADERS**



# Panelists

- Ted Christians – CEO, Umoja Student Development Corporation
- Maria Kim – CEO, Cara
- Maria del Socorro Pesqueira – CEO, Mujeres Latinas en Accion

# MORNING WRAP-UP AND REFLECTIONS

LUNCH

Case Discussion:

# CHICAGO YOUTH CENTERS

# Session Guidance

- **Key roles:**
  - Scribe to record the discussion
  - Leader to facilitate the conversation
  - Presenter to share with the group
  - Other roles?
- **Timeline:**
  - Review article individually and take notes (10 mins)
  - Small group discussion (20 mins)
  - Prepare for full-group share out (5 mins)
  - Full group share out – 2-3 minutes/group (25 mins)

# Case Discussion Questions

- What organizational challenges were the partners trying to solve through their collaboration?
- What were the key elements of their collaboration?
- What did the organizations want to accomplish through their collaboration?
- How did the organizations measure success?
- Why do you believe the collaboration was effective?

**BREAK**

Exemplar Highlight:

# INSTITUTO DEL PROGRESO LATINO – DR. RICARDO ESTRADA



**CLOSING**

# Closing

- Reflections
- Consultancy protocol
  - Why use the protocol?
  - What is the protocol?
  - What are the goals of the consultancy?
- Call for consultancy topics

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Corporate Partner Perspective:

**PUBLIC/PRIVATE PARTNERSHIP:  
WORKING TOGETHER TO BUILD  
STRONG COMMUNITIES – LUCINO  
SOTELO, BMO HARRIS BANK**

**BREAK**

Case Discussion:

# AIDS ACTION COMMITTEE AND FENWAY HEALTH

# Session Guidance

- **Key roles:**
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**MORNING WRAP-UP, REFLECTIONS  
AND CALL FOR CONSULTANCY TOPICS**

LUNCH

# CONSULTANCY PROTOCOL

# Consultancy Protocol

## **Purpose**

- Provide a structured approach for participants to receive counsel on critical collaboration related questions facing their organizations

## **Outcome**

- Presenters walk away with new perspectives on their challenges, thought partners to reach out to and action steps to implement as their organizations

# Consultancy Protocol - Roles

- **Presenter:** Brings issue to be discussed by the group
- **Facilitator:** Guides the group through the protocol and monitors the discussion
- **Timekeeper:** Watches the time and ensures that the group stays on track
- **Consultancy Group:** Participants who provide feedback and counsel to the Presenter

# Consultancy Protocol - Procedure

- **Step 1:** Identify individuals for roles (2 mins)
- **Step 2:** Presenter provides overview of the problem (5 mins)
- **Step 3:** Consultancy Group asks clarifying questions (5 mins)
- **Step 4:** Consultancy Group asks probing questions (10 mins)
- **Step 5:** Consultancy Group provides counsel/Presenter listens (25 mins)
- **Step 6:** Presenter responds/Consultancy Group listens (10 mins)
- **Step 7:** Facilitator summarizes (3 mins)

# Consultancy Protocol - Norms

- **Confidentiality:** Create a safe space to bring challenges forward
- **Respectful Candor:** Provide honest and respectful feedback; Show courage to share accolades as well as opportunity areas
- **Shared Purpose:** Assume good intentions recognizing that we all want to achieve great things for our members and communities
- **Focus:** Be present and focused on helping the Presenter address his or her challenge and gleaning insights for your own organization



Working Session

# CONSULTANCY SESSION I

**BREAK**

Working Session

# CONSULTANCY SESSION II

**CLOSING**