



THE FORBES FUNDS

Strategic Restructuring

Seminar

with

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Partner

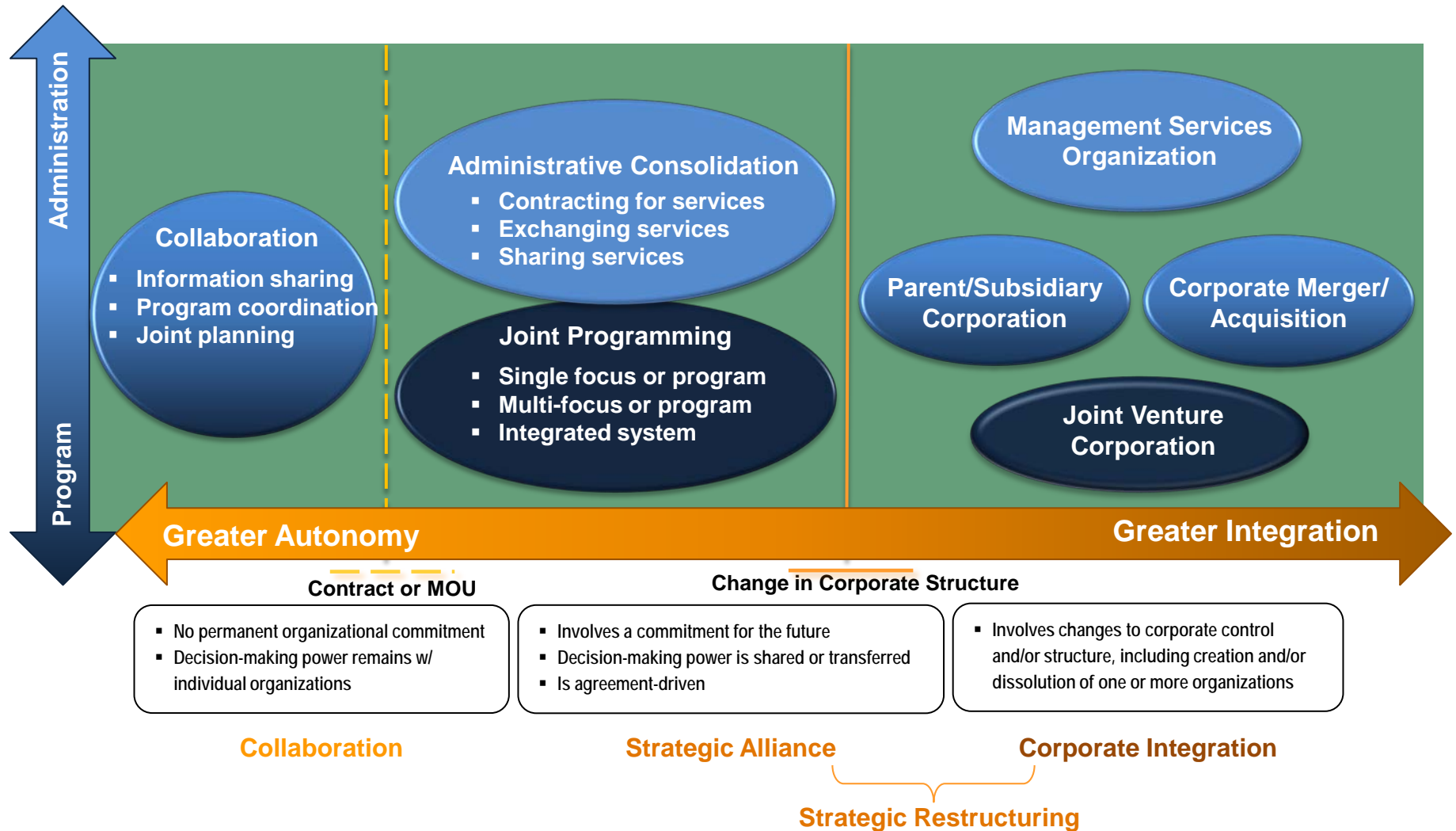
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What We'll Cover Today

- Quick review of terminology
- Assessment and Exploration
 - SRAT
 - Partner Assessment
- Q&A



The Partnership Matrix



Assessment and Exploration



Purpose



- Gain clarity
- Build agreement
- Identify points of divergence
- Prepare

Assessments

Online Strategic
Restructuring
Assessment
Tool (SRAT)

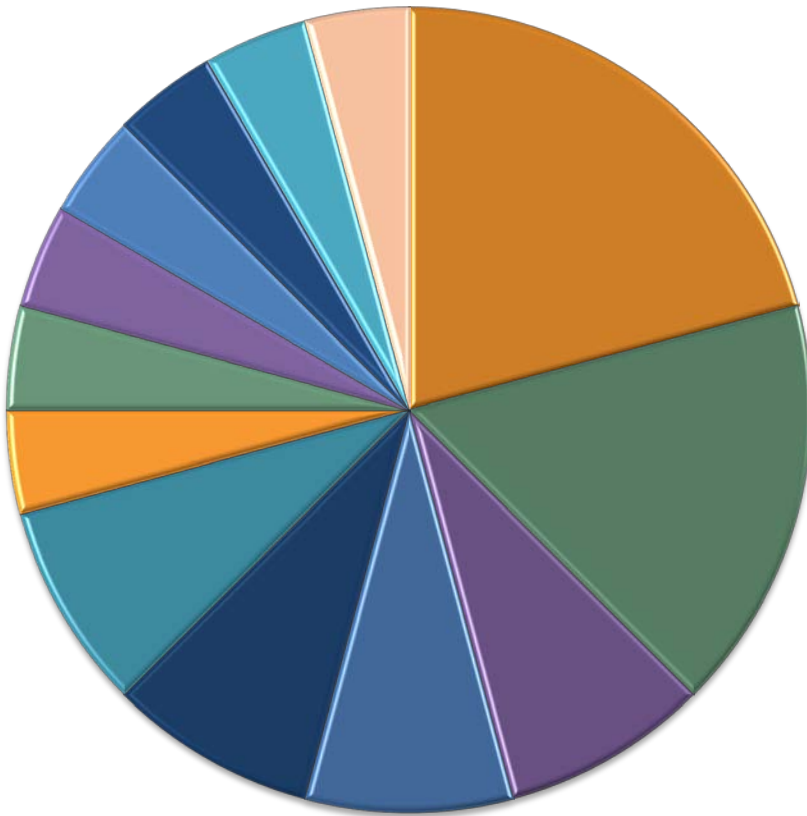


SRAT

- 25 questions
- Basis for internal conversation
- Creates customized report



Question Categories



- Potential Partners
- Financial Position
- Motivators / Desired Outcomes
- Facilities
- Experience with Collaboration / Partnerships
- Community Support
- Administrative Capacity
- Organizational Influence and Access
- Concerns and Challenges
- Board Response
- Staff Response
- Organizational Culture: Communication
- Organizational Culture: Decision-making

Question Categories

Concerns and Challenges

13) What are your primary concerns about a potential partnership? **Check all that apply.**

- Loss of identity/brand
- Loss of autonomy
- Job loss
- Compatibility of organizational cultures
- Lack of trust between our potential partners and ourselves
- Lessening or loss of connection with the local community
- Ability to manage change
- Messaging/communication during and after the exploration process
- The financial cost (for exploring and/or implementing a partnership)
- The opportunity cost (i.e., concern that the process might take too much time away from current activities and/or preclude other opportunities)

Customized Guidance

We have some external pressure (from a funder or parent organization)

While funders can be an important source of information and support, funder interest should never be the sole driver for consideration of a strategic restructuring. Often funders have the benefit of having “the wide view” of a particular community or subsector, and may have insight into opportunities that are not as visible to you. That said, every organization is unique and the power dynamic between funders and the organizations they fund should not manifest in excessive pressure to pursue a particular course of action. “Forced” collaboration is rarely successful.

Funders and parent organizations that suggest or encourage strategic restructuring are typically doing so out of a desire to help the organization(s) involved better advance their mission. Ideally, then, you will consider the information and suggestions they put forward while also considering the reasons behind their recommendation and the applicability of those reasons to your specific situation.

If pursuing a partnership seems like something that might, in fact, help your organization, take funder/parent organization suggestions and use them as a jumping off point for your own measured consideration. While there are times when an organization has little choice, how you negotiate a partnership is something you can influence, and going into the process well-prepared will increase the likelihood of success



To learn more about how one group of funders supported strategic restructuring in its community, see *The Human Services Strategic Restructuring Pilot Project: Transforming Nonprofits in Cuyahoga County, Ohio* (http://www.lapiana.org/downloads/LaPianaConsulting_Summary_ClevelandTransformation.pdf).



Other foundation initiatives designed to support strategic restructuring among nonprofits include The Catalyst Fund for Nonprofits (<http://www.bostonfoundation.org/GrantSeekers/GrantSeekersDetail.aspx?id=15636>), The Dyson Foundation’s Nonprofit Strategic Restructuring Initiative (<http://www.dysonfoundation.org/nonprofit-strategic-restructuring-initiative>), the Community Catalyst Program (<http://www.fftc.org/Page.aspx?pid=2044>), and the SeaChange-Lodestar Fund for Nonprofit Collaboration (<http://www.seachangecap.org/collaboration/>).

Next Steps...

Exploration



Generating Potential Partners

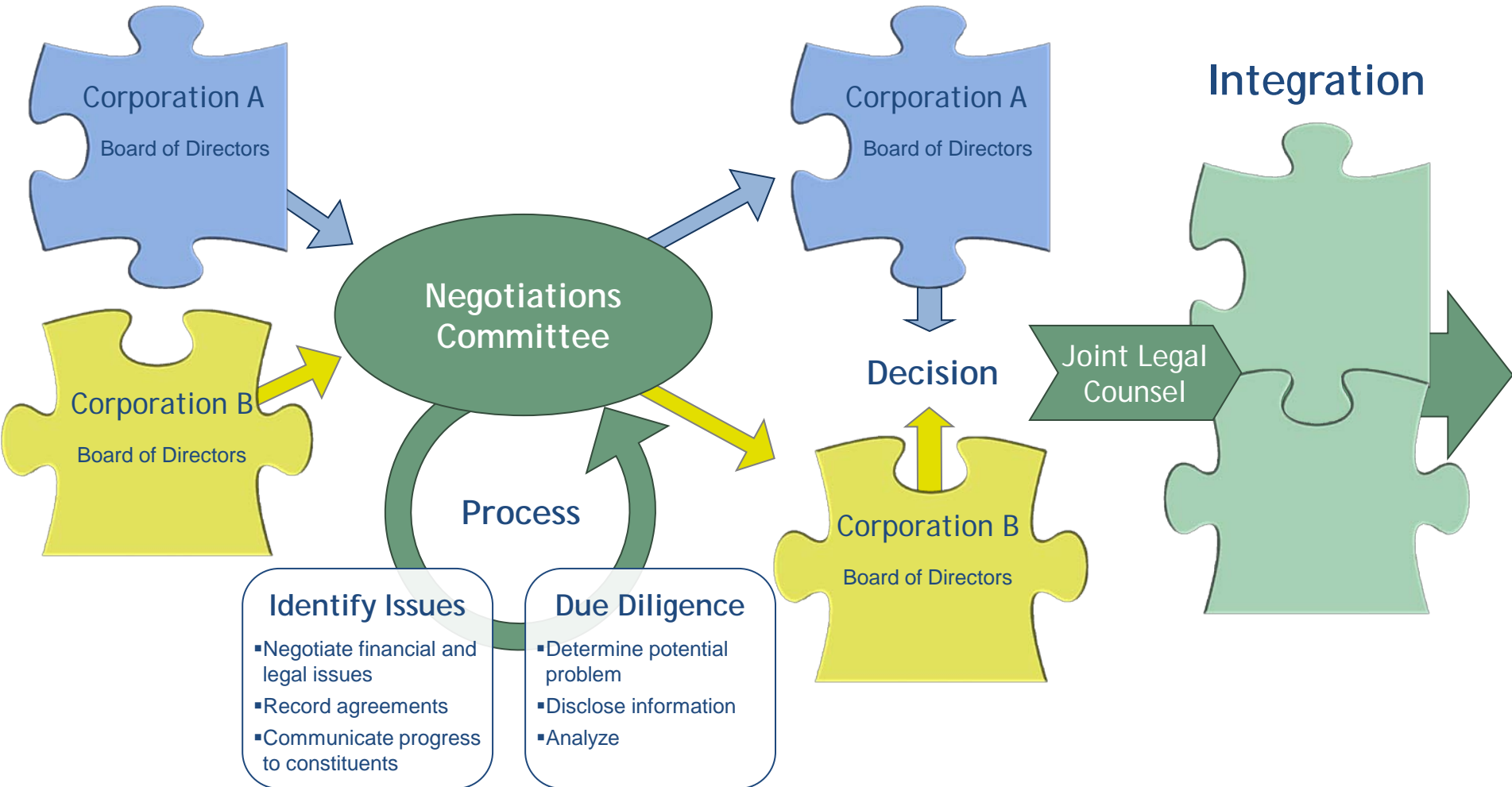
- Organizational Relatedness
 - Generate the universe of potential partners
 - Business model
 - Mission
 - Problem solvers
- Prospective Partner Screen
 - Applying additional criteria

Organizational Relatedness

	Organization A	Organization B	Organization C
Mission fit			
Programs			
Geographic Area			
Constituents			
Financial Model			
Other criteria (culture, staff, board, access, etc.)			



The Negotiation Process



Questions and Discussion



Thank You

Visit us online at www.lapiana.org
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Join the conversation!