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Increasing Philanthropic Performance through Business Modeling and Teamwork

Community Investment Network

Saturday October 1, 2016

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PhD Prep

Objectives: At the conclusion of this workshop, participants will be able to identify and describe:

- Distinguish between philanthropic
  - Creativity
  - Innovation
  - Entrepreneurship
  - Strategy
- 3 primary types of conflict in teams
- Psychological safety
- Transactive Memory

Philanthropy is a Team Sport

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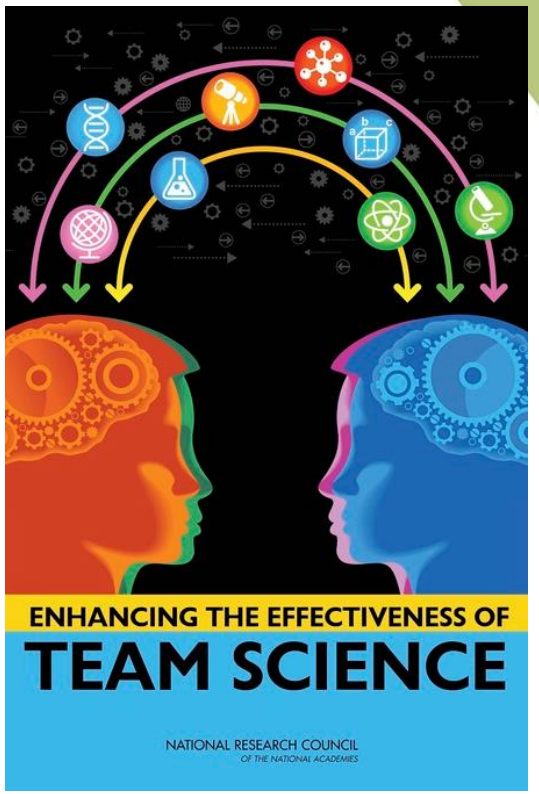
What is a team?

- "**Two or more individuals** with **different roles and responsibilities**, who **interact socially** and **interdependently** within an **organizational system** to **perform tasks** and accomplish **common goals**" (NAP report, p. Sum-1).



Committee on the Science of Team Science, Cooke, N., Hilton, M., Editors. Enhancing the Effectiveness of Team Science. Washington, DC: The National Academies Press; 2015 Apr 24.

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The Business of Philanthropy

- Philanthropy requires Creativity
- Philanthropy requires Innovation
- Philanthropy requires Entrepreneurship
- Philanthropy requires Strategy

The Business of Philanthropy

Philanthropic Creativity

- The ***exchange*** and ***combination*** of ***divergent*** yet ***complementary*** bits of information between 2 or more team members that produces something that is both ***novel*** and ***potentially useful*** (Amabile, 1983; Amabile et al., 1996; Gino et al., 2010; Nahapiet & Ghoshal, 1998)

Philanthropic Innovation

- Implementation of a novel or useful discovery or product (Hulsheger et al., 2009)
- Translation (taking action to move and transform the idea from one phase to another)

The Business of Philanthropy

Philanthropic Entrepreneurship

- Opportunity-seeking behavior.
- Commercialization. Tech transfer. Start-up activity. University spin-offs. Intellectual property. Licensing. Patent protection. Business incubation.
- Income generation. Profit maximization. Wealth creation.

Philanthropic Strategy

- Advantage-seeking behavior.
- How to out-perform and out-compete others. (e.g. Ireland, Hitt and Simon, 2003)
- Sustainability. Long-range planning.

3 Primary Sources of Conflict

Task conflict

- Ideas, viewpoints and opinions (Jehn, 1995)

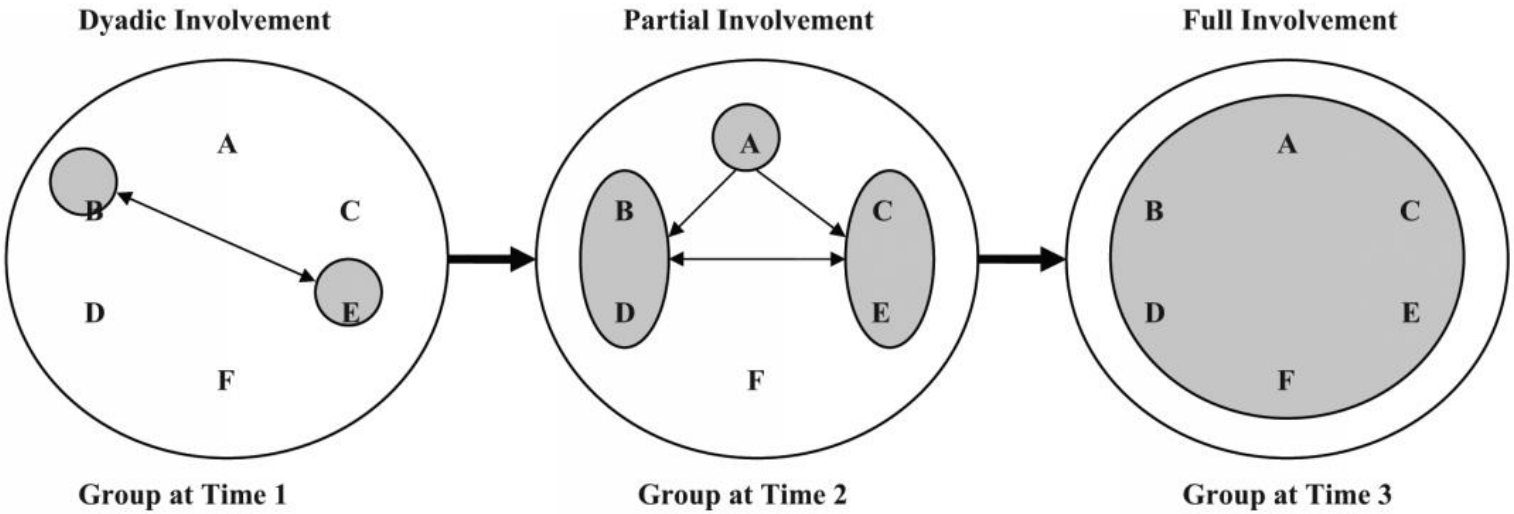
Relationship conflict

- Interpersonal incompatibilities, annoyance, frustration (Jehn, 1995)

Process conflict

- Task delegation, resource allocation, workload sharing (Jehn & Bendersky, 2003)

Conflict can be *Contagious*



Mechanisms for Conflict Contagion		Coalition Formation Emotional Contagion Threats to Outcomes	Coalition Formation Emotional Contagion Threats to Outcomes
Conflict Dynamics			
Resolution Potential	High	Low	Moderate
Competitive Tactics	Moderate	High	Moderate
Outcomes			
Performance	High	Moderate	Low
Efficiency	High	Low	Low
Creativity	High	Moderate	Low
Turnover	Low	Moderate	High
Satisfaction	Moderate	Low	Low

Jehn, K., Rispens, S., Jonsen, K., & Greer, L. (2013). Conflict contagion: a temporal perspective on the development of conflict within teams. *International Journal of Conflict Management, 24*(4), 352-373.

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Conflict can be *Multiplex*

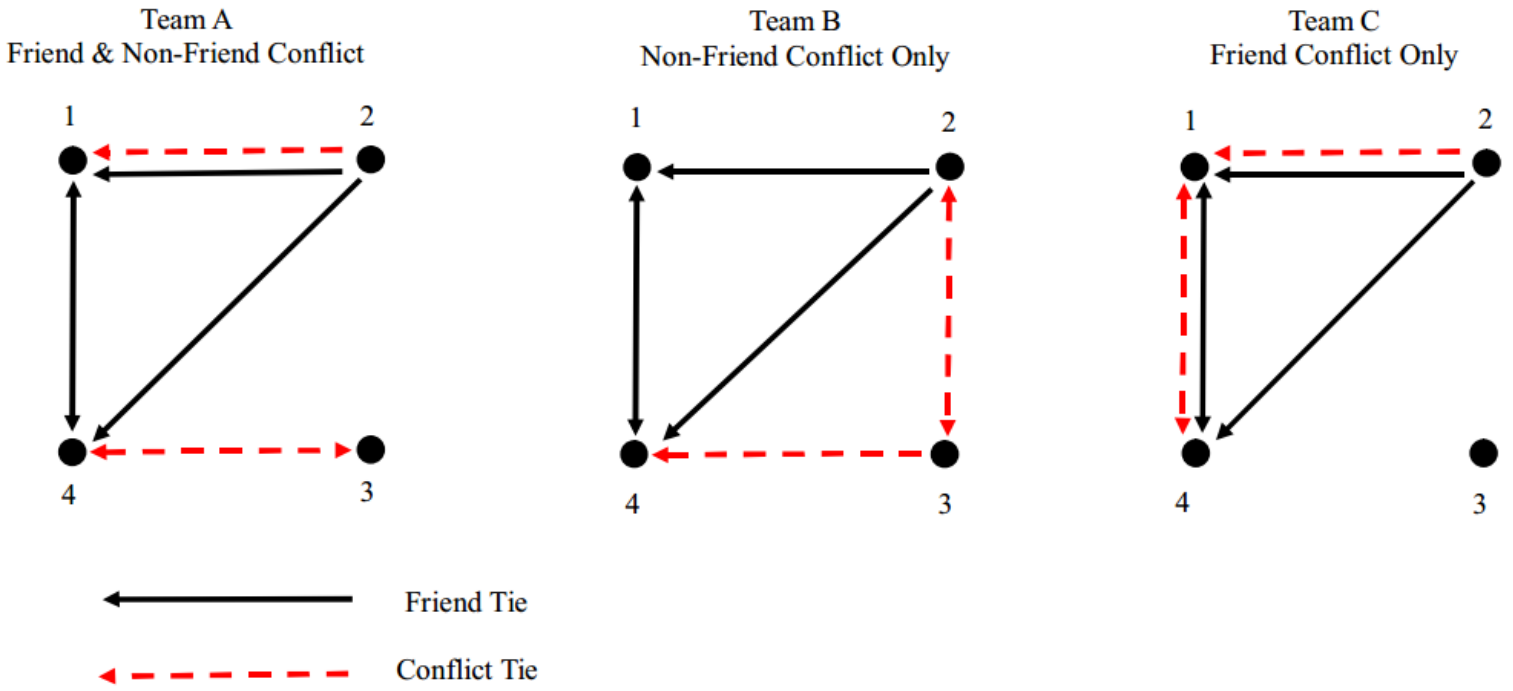

Fig. 1 Illustration of the multiplex view of friendship and conflict in teams

Hood, A. C., Cruz, K., & Bachrach, D. G. (2016). Conflicts with friends: A multiplex view of friendship and conflict and its association with performance in teams. *Journal of Business and Psychology*. doi:10.1007/s10869-016-9436-y

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Creating Psychologically Safe Environments

Psychological Safety in Teams

- "In the context of teams, psychological safety (PS) refers to team members' assessment that the team's environment is safe for interpersonal risk-taking (Edmondson, 1999)."
- "PS influences willingness to engage in potentially threatening behaviors, such as many of those associated with creativity and learning in groups."

Hood, A. C., Bachrach, D. G., Zivnuska, S. and Bendoly, E. (2015) Mediating effects of psychological safety in the relationship between team affectivity and transactive memory systems. ***Journal of Organizational Behavior***. http://dx.doi.org/10.1002/job.2050.

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Psychological Safety (Edmondson, 1999; Edmondson & Lei, 2013)

Do team members feel comfortable engaging in potentially risky interpersonal behaviors such as:

- Admitting errors
- Asking for help
- Speaking up
- Challenging/Questioning/Vetting

Without concern for:

- Devaluation, distortion or discounting of expertise
- Rejection

TMS: Importance of Knowing Who Does What

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Transactive Memory Systems (TMS)- Mental Model of Tasks, Expertise and People

Tasks	Expertise	People

Brandon, D. P., & Hollingshead, A. B. (2004). Transactive Memory Systems in Organizations: Matching Tasks, Expertise, and People. *Organization Science, 15*(6), 633-644. doi:10.1287/orsc.1040.0069

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Transactive Memory Systems (TMS)- Mental Model of Tasks, Expertise and People

Tasks	Expertise	People
Grantsmanship	??	Susan
Data analysis	Biostats	??
Comm Organizing	Church Leader	??
??	Health Disparities	Karen
Publish	??	John
Health Screenings	Clinician	Chris
Qualitative Surveys	CBPR	??

Brandon, D. P., & Hollingshead, A. B. (2004). Transactive Memory Systems in Organizations: Matching Tasks, Expertise, and People. *Organization Science, 15*(6), 633-644. doi:10.1287/orsc.1040.0069

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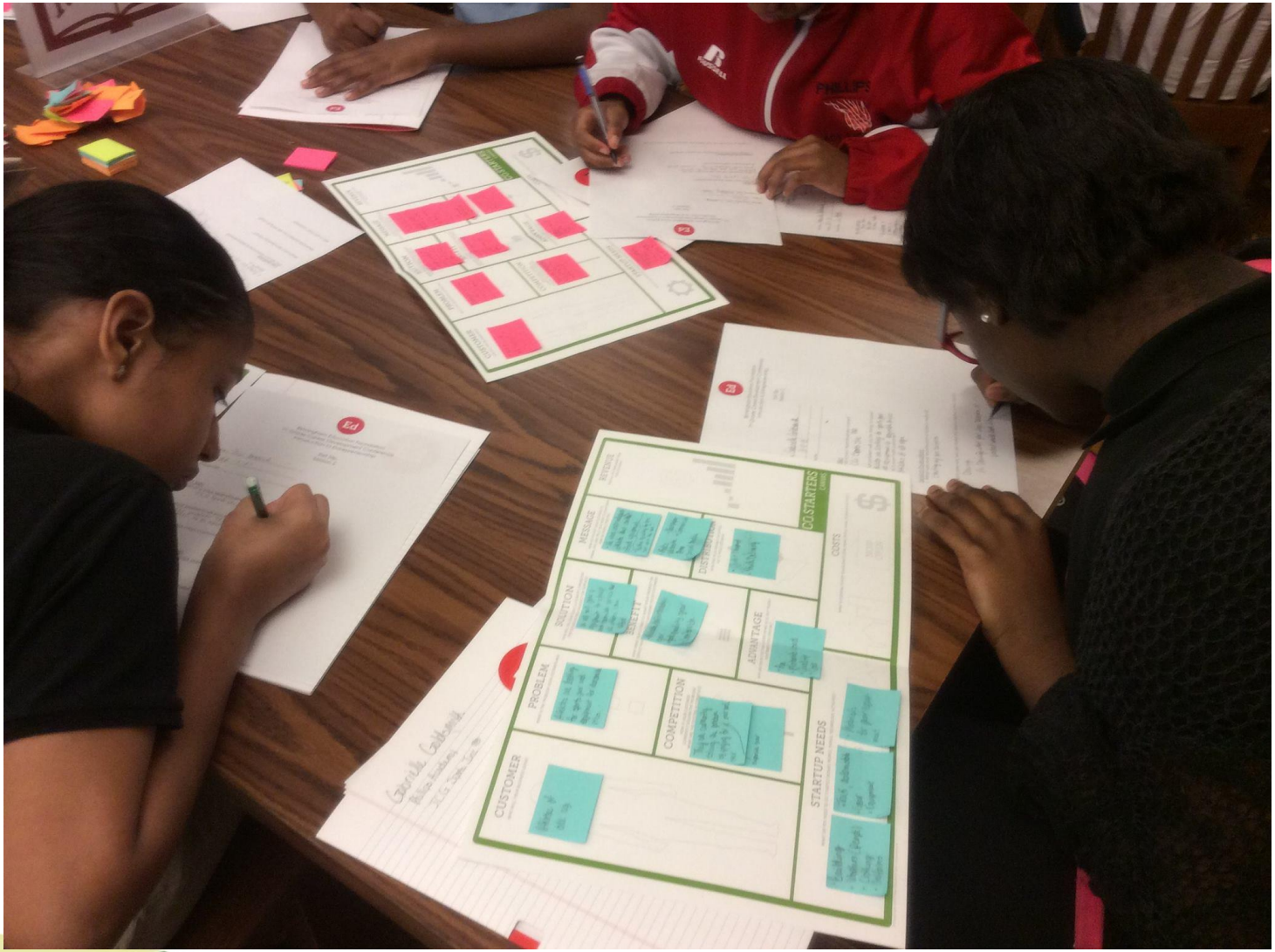
Business Modelling in Philanthropy



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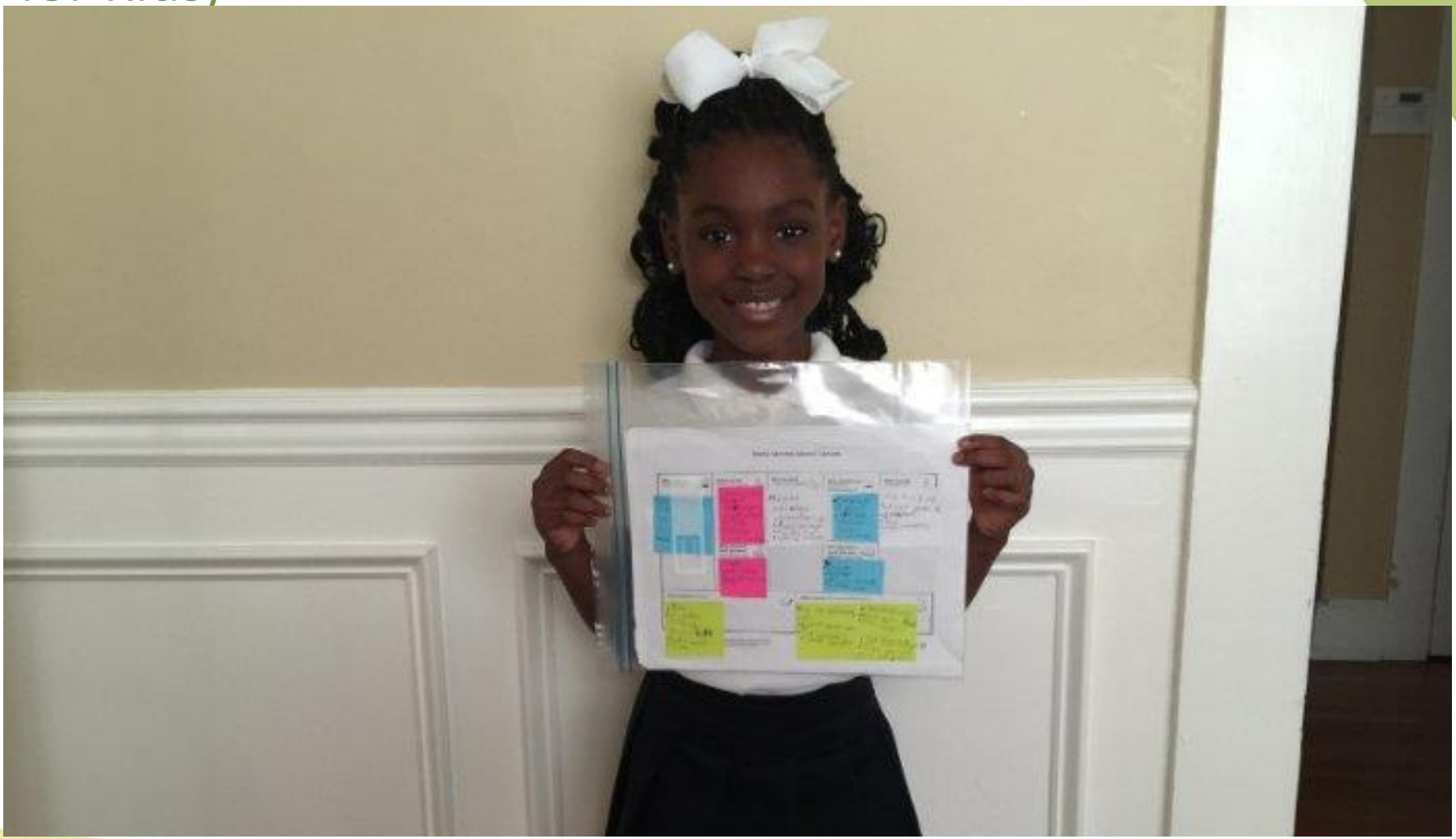
Daddy's Pooh Pooh (Web-Based Morning Show for Kids)



https://www.linkedin.com/pulse/what-my-7-year-old-taught-me-entrepreneurship-anthony-c-hood-ph-d?trk=prof-post

Business Model Canvas: A Tool for Teams

CUSTOMER
WHO WILL YOUR BUSINESS SERVE?

PROBLEM
WHAT IS THE PROBLEM YOUR CUSTOMER HAS?

SOLUTION
HOW WILL YOU SOLVE YOUR CUSTOMER'S PROBLEM?
(THE FEATURES OF YOUR PRODUCT OR SERVICE)

MESSAGE
HOW DO YOU GET YOUR CUSTOMER TO KNOW, LIKE, AND TRUST YOU? WHAT IS YOUR STORY? HOW DO PEOPLE FIND YOU?

REVENUE
HOW WILL YOU MAKE MONEY FROM YOUR CUSTOMER?

BENEFIT
WHAT DRAWS YOUR CUSTOMER TO WANT YOUR PRODUCT OR SERVICE? WHAT ARE YOU REALLY OFFERING YOUR CUSTOMER?

COMPETITION
HOW IS YOUR CUSTOMER CURRENTLY SOLVING THE PROBLEM? WHAT ARE THE EXISTING ALTERNATIVES?

DISTRIBUTION
HOW DOES YOUR PRODUCT OR SERVICE GET TO YOUR CUSTOMER?

ADVANTAGE
WHY ARE YOU BETTER THAN EVERYTHING ELSE OUT THERE? WHAT MAKES YOU SPECIAL?

CO.STARTERS™ CANVAS

STARTUP NEEDS
WHAT DO YOU NEED TO GET STARTED (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITIES)?

COSTS
WHAT IS ESSENTIAL TO KEEP YOUR BUSINESS GOING (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITES)?

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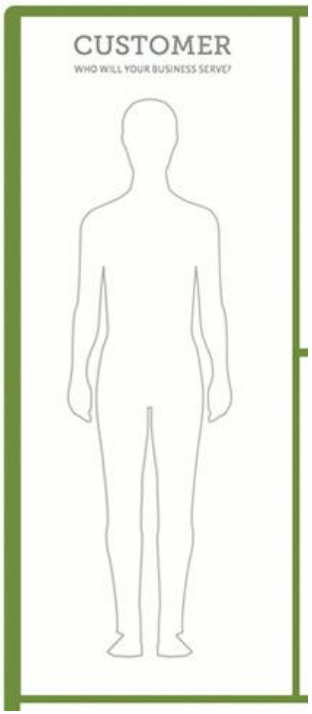
Customer

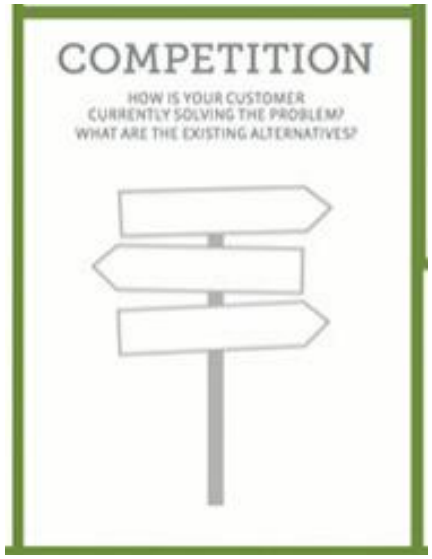


- Grantees
- Communities
- Funders
- Peer Reviewers
- End users

Problem

- Challenges/Opportunities
- Food Desert, Blight, Crime, Education
- Prevalence/Severity/Frequency
- Pains, Gains, Jobs to be Done
- Gaps in theory/practice

Competition



- Current Initiatives
- Alternatives
- Effectiveness
- Satisfaction with current care/treatment
- Competing theories, research teams, etc

Solution

- Proposed plan of care/treatment/intervention
- Value Proposition
- Specific Aims

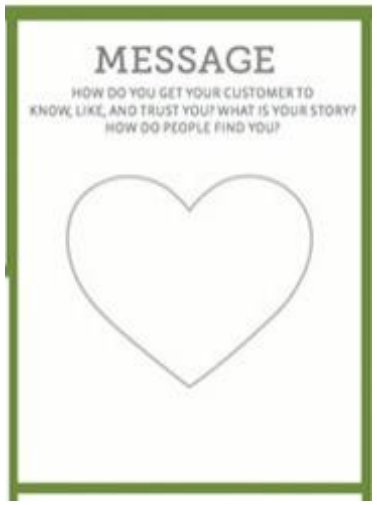
Benefit

- Proposed benefit to subjects?
- How does the proposed grant:
  - Relieve pains?
  - Create desired gains?
  - Facilitate getting jobs done more cheaply or efficiently?
- Theoretical Contributions
- Practical Contributions

Advantage

- Novelty/Innovation
- Why should your work be funded? Published?
- Why should the community support your work?
- Why should customers accept your philanthropy?

Message



- What is your “brand”?
- How will you establish and build trust?
- How will your funders, peers and end users learn about your work?
- What are your plans for recruitment, enrollment and retention?

Distribution

- Where will the work be conducted?
- What is your plan to communicate the impact of your work?
- What is your plan for translation, implementation, commercialization, etc?

Revenue

- Funding sources
  - Member giving/dues
  - Foundations
  - Federal grants
  - Fee-for-service
  - Industry-sponsored

Startup Needs

- Non-recurring costs
  - Meeting space, social events, equipment, recruitment incentives, technology

Costs

- Ongoing costs once the work begins
  - Space rental, salary support, supplies
- Time
- Emotional Energy

Performance Evaluation

- Holding strategic planning retreats/kickoffs
- Project management
- Quarterly/Annual reviews
- Documenting activity
- Monitoring progress towards stated objectives
- Making corrective adjustments as needed
- Vision casting for next Q/Y

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Adapted from the Business Model Canvas (BusinessModelGeneration.com)

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Questions?

PhD Prep

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