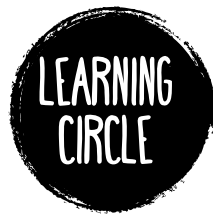


NETWORK EXPEDITION

FROM CONVENING ORGANIZATIONS
TO CLUSTERING COMMON THEMES



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Pain points & Segmentation

Our pain points

Too many Metcalf grantees are not familiar or connected with one another's work, and may be missing out on learning. The user group experiencing this are past and present recipients of Metcalf Foundation's Inclusive Local Economy grant.

After our ethnographic research we revised our initial pain point and broke it down in two:

- > Grantee pain point: *Too many grantees struggle to make the time for network-building events. When they do convene, grantees find that events are not always conducive to partnership building.*
- > Adriana's pain point: *As a convenor, I struggle to curate value added experiences for grantees with outcomes that are not predetermined or prescribed.*

From conducting interviews, Maureen observed that access is not the pain point. It's not that there is an absence of professional development opportunities, but that it can be hard to connect the work of grantees to create bigger impact.

How do we strengthen connections between grantees based on their shared work & projects? How can we enable grantees to intertwine strategies and cluster impact?



How did we get to know grantees?

We had 8 ethnographic conversations using a range of conversational and projective prompts.

We created organizational logo cards and asked grantees to assess their familiarity & knowledge of others' work.

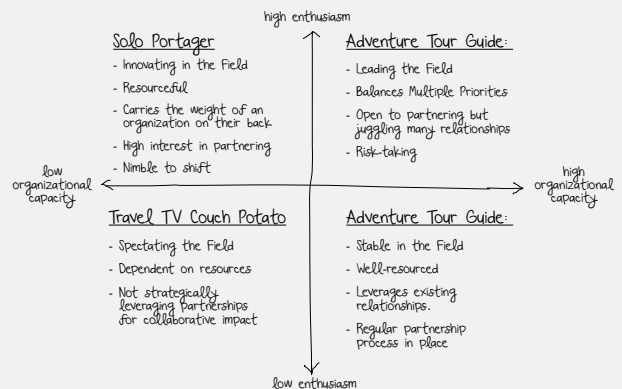
We created 'fake services' cards with a range of supports that Metcalf might provide its grantees to garner reactions and spark more ideas.

Segmentation:

We used different ways to differentiate grantees:

- > Grantees who were strongly connected already versus those largely unaware of other grantees' work
- > Grantees from different types & sizes of organization
- > Different levels of leadership within an organization

This led us to the following segmentation (see diagram)



Ideas & prototyping

Three ideas



A game of 'professional' tarot to provoke reactions to different partnership and professional development approaches, values and preferred outcomes. help grantees identify opportunities, values, and outcomes.



A new role to help grantees find time and strategies to deepen partnerships, improve work processes and feel less squeezed.



An app that helps grantees find their organizational soul mates. Swipe through photos of other organization's projects, and get connected around shared questions and relevant themes.

Prototyping

How could we curate an event that would help grantees connect around shared work? How might we tweak the props, scripts, and settings to allow for that to happen?

We decided to use Metcalf's Symposium as our testing ground based on what we learned from two of our segments: (1) the solo portagers and (2) adventure travel guides.

We were intentional about:

> Setting: Beautiful, big space that is different than usual work settings and reinforced a sense of expertise. Seating was designated at random so that people wouldn't just sit with the people they normally sit with.

Script: We gave people the opportunity to opt in and out of conversations, rather than the usual team building exercises. We also changed the typical dynamic by making the event twitter free. We allowed ample time for discussion to deepen work and eliminated report backs.

Props: We made prompts for the tables. We created a poster gallery so that people could take in information on their own. We did not use PowerPoint.

Roles: We set-up self-directed spaces, as well as had more facilitated sessions.

From our prototype, we learned...

- 1) The value of pacing and learning cycle of a group. Intense in the morning, breathe in the afternoon.
- 2) We correctly segmented. We had a high level of enthusiasm regardless of organizational size.
- 3) The importance of changing the script. Having a Twitter free event was the number one thing participants valued because it created a space where people were present.
- 4) The attractiveness of clustering grantees around themes to strengthen each other's work.

What's next?

Burning questions...

How do we support partnership development beyond convening?

How does an equity lens change our segmentation and analysis?

What is it that makes it hard to partner with other organizations?

Future opportunities

More prototyping! We want to prototype more of the Fake Services / Diamond in the Rough Ideas – e.g. Leadership Academy, Not-a-book club, Network weaver, etc.

Giving feedback. Adriana wants to explore how she analyzes and gives feedback on applications - how can you test out your assumptions without massive planning costs?

Explore segmentations. Try different strategies based on segmentation types.

Be intentional.

We can curate high-quality events if we are intentional about every detail.

What are we taking away ourselves?

Test assumptions.

Metcalf's pain point is not necessarily the same as the pain point grantees feel.

Power dynamics.

The power that Adriana has as a funder shifted the nature of the ethnographic conversations. What are way through this?

Change management practices. Prototyping challenges organizational culture and changes how we approach program and partnership development.