Building Social Capital

To Increase Donors, Advocates and Champions
IFF 2015
Social Capital*

“Influence that comes from well-placed champions and the resources that come from committed partners.”

*Sagaw and Jospin
Networks Have Value
Benefits of Social Capital

• Viral marketing
• Increased/stronger resources
  – money
  – time
  – Expertise
  – influence
  – political clout
  – advocacy
  – employees

• More clients
• Ability to weather bad times and take advantage of good times
• Scale
• Your mission and vision, the people and causes you serve advanced!
Traditional Model

Funder → NGO → Client
New Model

Funder

NGO

Client
The Tarnside Curve of Involvement

Developed by Patrick Boggen, Tarnside Consulting, UK

High

Taking Personal Responsibility
Ownership
Commitment
Engagement

Awareness
Interest

GIVING

INVOLVEMENT

High
What Does it Look Like?
Participation Scale*

- Consumption
- Tradition Content or Ideas
- Sharing Others Content or Ideas
- Remixing or Adapting Content or Ideas
- Shaping
- Endorsing with money
- Producing
  - Creating or delivering content or assets within a peer community (Etsy)
  - Having Partial or complete ownership of content or assets

*Jeremy Heimans and Henry Timms HBR.org
Old Power Values vs. New Power Values*

- Managerialism, institutionalism, representative governance
- Exclusivity, competition, authority, resource consolidation
- Discretion, confidential, separation of public and private
- Professionalism, specialization
- Long-term affiliation and loyalty, less participation

- Informal, opt-in decision making, self-organization, networked governance
- Open source collaboration, crowd wisdom, sharing
- Radical transparency
- Do it ourselves, maker culture
- Short-term conditional affiliation, more participation
Radical Transparency
Open Networks vs. Closed Networks
Some Radical Ideas

- Google docs
- Periscope and Meerkat
- Google Hangouts
- Instagram
- What else?
Where Do We Look for Networks?
Start with Champions!

<table>
<thead>
<tr>
<th>Names</th>
<th>Political</th>
<th>Donors Philanthropists</th>
<th>Volunteers</th>
<th>Clients</th>
<th>Community Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have</td>
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<td>Desire</td>
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- There is often overlap
- List all – who have, who’d you like
- Don’t negotiate against yourself
Each Champion is a Vast Network Hub
Inventory and Enroll Your Connections

Your LinkedIn Network

463 Connections link you to 8,422,195+ professionals

98,439 New people in your Network since January 1
Their Network Has a Network

- People get stuck in airports
- Meet on planes
- Interview people
- Etc.
How do You Currently Uncover the Breadth of Networks?
Strategic Conversations
Influence the Influencers
Be influenced Yourself!
(Donor Centrism)
How Do We Move People from Knowledge to Action?
Activation Point*

When...
• The right people,
• At the right time,
• Are persuaded to take action...

Resulting in measurable outcomes!

*Discovering the Activation Point, Kristen Grimm
Where Do You Need Your Champion’s Influence?

- Individual networks?
- Government? Local, state, national?
- Corporate networks?
- Select foundations?
- Marketing?
- Campaign?
Persuade Champions to Act on Your Behalf

Move them to Your Position on Their Terms
Persuasion to Action*

• The target is smaller than you think.
• Ask decision makers how many is enough to get their attention.
• Focus on those you can actually persuade.
• Segment target audiences until you can’t segment anymore.

*Discovering the Activation Point, Kristen Grimm
Concept of the “Critical Few”

Who has the most influence with people who you want to ___?
Persuasion to Action*

• Target the champions with the greatest influence.
• Find and activate “social reference groups” - *viral influence*
• Show strong support by finding champions who are willing to *show* their support.
• Test the “activation point” before launching.

*Discovering the Activation Point, Kristen Grimm*
Viral Influence

- Government Leaders
- Community Leaders
- Staff Members
- Board Members and Volunteers
- Personal Network
- Clients
Make Motivation Stick

• Engagement
• Credible Message Bearers
• Values
• Emotions
Messages That Stick

• Simple
• Unexpected
• Concrete
• Credible
• Emotional
• Stories
Create a Will to Act*

• Work within their comfort zones
• Fit actions into lifestyles
• Benefits must outweigh risks
• Give hope for positive change
• Make them the hero, not the villain
• Ask them to do something that they can actually do
• Show them a leader doing it first

*Discovering the Activation Point, Kristen Grimm
Reinforce Actions

• Immediate
• Remind them that they are heroes
• Celebrate wins both big and small
• Tie to personal values
• Make it personal (again)
On and Offline
Engagement Matters

• It’s hard to be a champion without meaningful and productive engagement
• Not everyone will be a donor but you need everyone to be an informed advocate!
Reinforce Action:
Stewardship is Universal!
# Action Planning -- Focus

<table>
<thead>
<tr>
<th>High Impact</th>
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<tr>
<td>Harder to Implement</td>
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<tr>
<td><strong>PLAN</strong></td>
<td><strong>ACT</strong></td>
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<tr>
<td>Less Impact</td>
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<td><strong>DON’T DO</strong></td>
<td><strong>REV UP or ABANDON</strong></td>
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Thank You!

@bobosborne17

@15secfundraising

Theosbornegroupblog.com

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