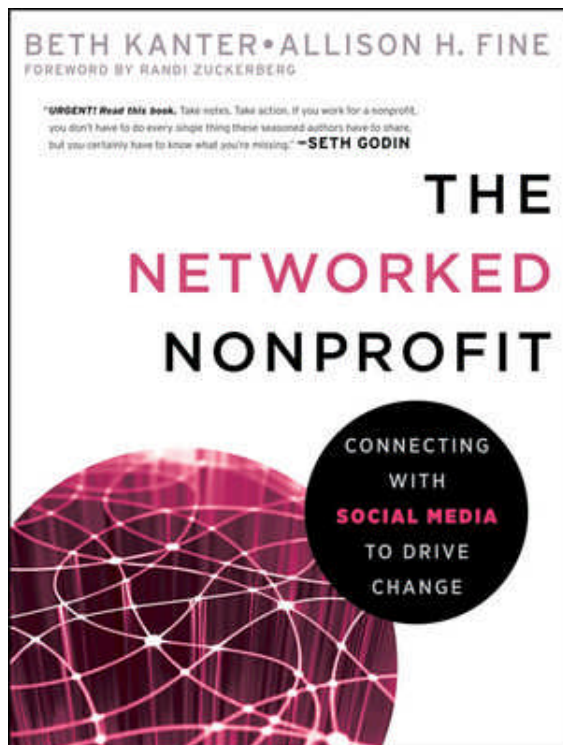


The Networked Nonprofit Book Club Discussion Guide



More Resources on the wiki: <http://networkednonprofit.wikispaces.com>

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Chapter 3: Understanding Social Networks

- What organizations work in the ecosystem for your social change issue? Do they have a presence on Facebook, Twitter, or other social networks? Who are your potential collaborators?
- Are you connected or not connected to these organizations? Draw lines. Identify the hubs and clusters. Where are the loose ties? What are the relationships between your organization or concepts in this system? What influences which aspects or players in this system?
- What are the different roles in your ecosystem?
- What is the relationship between competing and complementary ideas and core concepts? How can you use these relationships to better refine messages and develop synergies?
- If your organization has an organizational presence on Facebook, Twitter, or other networks, what does it look like? How many friends or followers? Who are the influencers or hubs?
- Are staff members or board members on LinkedIn? Take a look at your collective rolodexes on LinkedIn. Are there influencers or important nodes in these networks that you need to cultivate and build relationships with to get work done?
- Think about the touch points you have with people in your network, or that your staff has with people in their network. Are you connecting only to ask for money or give a call to action? Think about reciprocity; what have you given to people in your network before they've asked? How are you appreciating, thanking, and celebrating important people in your online network?

Chapter 4: Social Culture

Personal questions for organizational leaders about their comfort with social media.

- Are you open to trying new communications approaches and tools?
- Do you value the knowledge and skills of younger people on staff who may be skilled social media users?
- Do you have someone within your organization or a peer who is comfortable with social media and can provide one-on-one coaching?
- Do you have peers on Facebook, Twitter, or other social networks that you follow and observe?

Questions to ask to determine about your organization and its culture.

- Does your organization embrace mistakes, take calculated risks, and/or reward learning and reflection?
- Can your organization tolerate a “try it and fix it as we go” approach that emphasizes failing fast?
- Are improvements to the way work gets done met with “We’ve always done it this way?” Or does change happen through robust discussions?
- Does your organization equate informality and individuality with a lack of caring or professionalism?
- Are staff entrusted to respond rapidly to situations rather than crawling through endless check-off and approval processes?
- Do you have a flexible IT department that can allow employees to install social media tools for their work?
- Does your organization have a "culture of rapid response?"
- Do you evaluate current processes and update them as needed?
- Is there a process to vet online donor, member, or stakeholder feedback? Or does the program department not interact with communications? And why?
- Does your organization have processes that involve many departments? Does it take weeks to approve a press release or a web page? How can these processes be refined to allow for live conversations about real issues?

- Does the legal department prevent communications from occurring? What's the barometer? Is the protection worth it in the new environment?

Questions to assist in creating a social media policy

- How will we address negative comments?
- What is our policy about employees' personal use of social networks?
- What is our policy about employees using social network and social media for work-related activities?
- What topics are acceptable for staff to talk about online, what is off limits?
- What is our privacy policy?
- When should a staffer ask for help in deciding what to do online?

Chapter 5: Listening, Engaging, and Relationship Building

Listening:

- What are people saying about your organization, brand, programs, or issue in social media spaces?
- What keywords should you be using to search or connect with people in social spaces?
- What is the tone, volume, and sentiment?
- What is true? What can you improve?
- What is a perception that needs correction?
- Have you identified the influencers in your community?

Engaging:

- Based on your listening, what types of conversations do you need to have with your audience?
- Are you asking questions?
- Are you responding in a way that is helpful? Kind? Polite?
- Are you sharing useful information (not just pointing to your own content)?
- Are you asking for feedback in the early stages?

Relationship Building:

- What are your touch points with audiences? Are you only communicating to ask for money, and even then in an impersonal way?
- Do you reward or recognize influencers on social media spaces who care about your issues?

Are you saying thank you for little things in a nice way, and meaning it?

Chapter 6: Transparency

Information

- What financial information should you post and when?
- When could full disclosure hurt or help your organization?

- Does your organization know the line between being “open” and revealing trade secrets?
- Are there internal processes or conversations that appropriate to share for feedback at an earlier stage than you are sharing now?
- Are there opportunities to report on processes as they unfold to facilitate more feedback from stakeholders and improve the program?

Relationships

- Is your openness respectful and sensitive to other organizations or people?
- Are there any potential conflicts that be fodder for public criticism?
- What is your strategy for addressing potentially difficult relationships?
- Are there relationships (or information about the relationships) that if made public could be damaging or embarrassing for your organization?

Employees

Do you have clear and well-communicated policies so that employees know what the limits are – particularly around confidential information?

What tools does management have in place to communicate with employees? Do they build trust?

How can employees respond to this communication?

Do your staff genuinely feel that their opinions and concerns matter and their interests heard? Are your staffers champions for your organization away from the workplace?

Sharing Results

How does your organization respond to inquiries?

How does your organization test new methods, and then share their results?

Measure the number of times the organization's leaders are available to answer questions.

Chapter 7: Making Nonprofit Organizations Simpler

Organizational Simplicity

- How risk averse is your organization?
- What factors create complexity in your organization's programs?
- How much of the complexity in your organization is self-inflicted?
- How do tried-and-true solutions actually increase complexity in your organization?
- How do you know you're stuck in scarcity thinking mode?
- Does your organization have difficulty letting go of programs? Why?
- What are the elements of a new business model that will allow your organization to fully embrace radical simplicity?

Avoiding Information Overload

- How do you make value judgments on the information that comes to you via your email box or RSS reader?
- How effective are your personal information filing systems and sharing methods for electronic information? What works? What doesn't? Why?
- What are some coping strategies that you use to deal with the stress of information overload?
- How could the use of technology help you avoid information overload, not cause it?

Chapter 8: Working with Crowds

- What do you want to accomplish with crowdsourcing? What's your goal?
- What model of crowdsourcing will help you reach your goal?
- Who will guide the crowd? Managing crowds is not a full-time job, but may need full-time attention for a few days at time. The skills needed are listening skills, summarizing, and the ability to swim through unstructured data.
- What crowd do you want to reach? How will you invite them to participate?
- Do you need incentives for participation?
- Do you know what will keep the crowd motivated?

Chapter 9: Learning Loops

Reflection Questions

Measurement

- Are you evolving the tools and methods to measure success (i.e., going beyond clicks and impressions)?
- Are you synthesizing qualitative insights in addition to analyzing hard data points?

Learning

- Are you tweaking your strategy along the way -- and adapting where change may be needed?
- Can staff create low-risk “pilots” prior to scrutinizing them through traditional ROI exercises?
- Do you implement initiatives that will help your organization learn prior to investing in major marketing campaigns?

Adapting

- Are you making time for reflection at the end of the project?
- Are you revising the design of a project based on what you’ve learned?
- *ROI* What are the benefits from the project?
- How can you translate these benefits into dollar amounts or time saved?

You can also use this set of questions for this reflection project at the end:

- What worked really well in this social media project?
- Did it accomplish our goals or outcomes? In what ways?
- Did it fall short? Why?
- What would you do differently?
- What surprises came up during the project? What could you learn or capture from that?

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- What insights did you gain during the project?
- What processes did you use that worked well? What didn't work so well? Why?
- How did people work together? Were there conflicts? How were they handled? Did people gain any new insights or perspectives as a result?
- Were there people or perspectives missing from this project that you would include next time?
- What skills and processes did you help people learn as part of this project? What skills and processes would you spend time on if you did this over again?
- What were the most innovative aspects of the project? How did they work?
- What did you do in this project that you could transfer to other projects?
- What is the most troubling aspect of the project? What might you do to deal with it differently?
- What skills came in most handy during this project? What skills did this project make you realize you need to acquire?
- What really puzzles you about this project? What are unanswered questions you have about what happened?
- What intrigues you about this project?
- What would you like to learn more about that would help this (or other projects) in the future?
- Where did we mess up? Make mistakes? Fall on our face? What can we learn from this?

Chapter 10: Friends to Funding

- How well do your fundraising activities on social networks connect and support your other channels?
- What are your touch points with current and potential supporters who connect with you via social networks and social media? Are you connecting with them beyond just asking for donations or asking them to vote, click, or send money? Is every contact an ask?
- Does your organization share stories about the impact of its work from a personal perspective?
- Does your organization share stories about new donors that have given to your organization through social networks? Are you identifying and cultivating donors who are influencers?
- Do your stories tug at the heart strings or evoke an emotional reaction? Are they funny, sad, endearing, unusual?
- Do you facilitate supporters sharing their stories about your organization?

- How do you recognize, celebrate, and thank supporters for their contributions?
- Are you keeping your presence and engagement ongoing beyond the life of the campaign?

Chapter 11: Governance

Reflection Questions

- What information about the results of your organization can you share via social media?
- What program information or fundraising strategy information can you share in the early stages to get feedback, test concepts and ideas for programs, etc. earlier in the development process?
- What changes in your by-laws do you need to make your board more accessible?
- What is the social media savvy of your board now? Who on the board can model the use of social media to govern?
- Whom else that you've encountered via social networks can you involve in your organization's governance process?
- Is your nominating committee looking for new blood through "friends" of existing board members, or on places like LinkedIn? Is your board even on LinkedIn? Are they using it for professionally networking on behalf of your organization?