Startup Support: How to grow/sustain my new project/community?

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First time together:
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RECONSTRUCTIONIST LEARNING NETWORKS

What to expect in a network?
Co-construction around the questions you are want explored

Let us share what we know of the paths

And then together
We may find the ones that succeed.

Reb Chaim Halberstam of Zanz

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Today and Going Forward

1. Get to know one another and one another's projects and questions

2. Use two tools: Developmental phases of organizations

3. Value Proposition Canvas

4. Plan for next time

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Welcome--Connection

Please share

- **Your name**

- **Where you are from and if you like the name of your "project/community"**

Core Discussion: Situating your Organization/Project
Life stage of your non-profit

• **Start-Up**: is in its earliest stages of development. It typically has a founder with a vision or idea but has just begun to establish a funding stream, employee structure, business model, and practices and approaches. Its programming is highly experimental.

• **Mezzanine**: By this point, the organization may have pilot tested its organizational idea, document outcomes, and developed a written plan for growth, but it has not yet achieved large geographic scale or wide adoption. Sometimes known as post-start-up, [these organizations] have established a track record of funding, engaged a set of people in defined roles, formed a board, written a set of policies, and defined its business model.

• **Legacy**: Marked by greater brand awareness – of the organization and its programs and services. The nonprofit is larger and has more hierarchy, with clearly defined management roles. In this stage, the fundraising program has become more sophisticated perhaps including an endowment or planned giving. The nonprofit has established a strategic plan and is governed by a more diverse board of directors.
First Fruits to Abundant Harvest: Maximizing the Potential of Innovative Jewish Start-Ups," 2012
https://www.schusterman.org/blogs/team-schusterman/first-fruits-abundant-harvest-maximizing-potential-innovative-jewish-start

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Core Discussion: Situating your Organization/Project Life stage of your non-profit and its challenges

Start-Up organizational challenges are mostly foundational and survival focused.

• Funding

• Staff/volunteer expertise

• Sustaining enthusiasm

• Refining mission/vision

• Absence of administrative systems

• Absence of evaluation system/impact measurement

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Core Discussion: Situating your Organization/Project Life stage of your non-profit & its challenges

Mezzanine organizational challenges are mostly around sustainability, building capacity, and obtaining funding to support that work.

• Funding for capacity, rather than programmatic efforts

• Board transition from working/volunteer focused to governance/policy focused

• Onboarding staff with expertise and merging with the long-standing generalist staff

• Maintaining innovative culture

• Creating a theory of change/strategic plan around data

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Core Discussion: Situating your Organization/Project
Life stage of your non-profit & its challenges

Legacy organization challenges are mostly focused on reducing stagnation, encouraging risk-taking, and
creating a culture of innovation.

• Resistance to change

• Need for new leadership (staff/lay)

• Less touchpoints with core "client" demographic, so misunderstandings about what the community is/may be looking for

• Rigid systems

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Life stages	Start Up	Mezzanine	Legacy
Age	0-7 years	7-20 years	20 plus
Governance	Working board, comprised of friends/families of founder.	Diversified board, provides "wealth, wisdom, work," recruited for relevant professional experience	Well-developed board focus sustaining longevity of organization, policy & direction
Programs Services	Successful pilots, early signs of success, resonance with target audience	Increased participants, & programs - measurable growth, refinement of program delivery.	Core programs are well designed. operate at a high level, long-term program planning occurs, new programs are tried.
Mission Vision	Compelling mission/vision	M & V and theory of change or logic model	M & V and theory of change or logic model
Evaluation/ Impact	Rudimentary evaluation systems in place.	Formal evaluation systems take shape. Theory of change created. Strategic Plan created and in place.	Formal evaluation system w/ clear data. New programs clearly relates to theory of change or fits into strategic plan.

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Life stages	Start Up	Mezzanine	Legacy
Age	0-7 years	7-20 years	20 plus
Partnerships	Early stage partnerships, used to help gain credibility and leverage visibility.	Strong asset as recognized by peers. More and varied partners.	Formal, long-term partnerships established.
Staff	Staff members are volunteers or generalists	Staff members have more varied roles with formal and specific job descriptions, and staff structures have taken shape.	Staff is differentiated and hired with specific expertise in mind. Staff is at saturation point
Systems	Few formal systems or infrastructure.	Administrative staff hired. Staff space acquired. Hardware Acquired, policies form.	Formal departments, owned or permanently rented space, administrative systems are formal and stable.
Visibility	Seen primarily for their mission/ideas. Brand recognition is just beginning.	Organization regarded as having expertise. Brand recognition in service of reaching new audiences.	Solid brand identity and greater brand awareness.
	Material adapted from Slingshot guide for evaluators, from Shusterman Foundation		

Value proposition of your service, experience, or product. A canvas for your team to play with post its, assumptions & tests.

Value Proposition Canvas (VPC)

Value Map

Customer Profile

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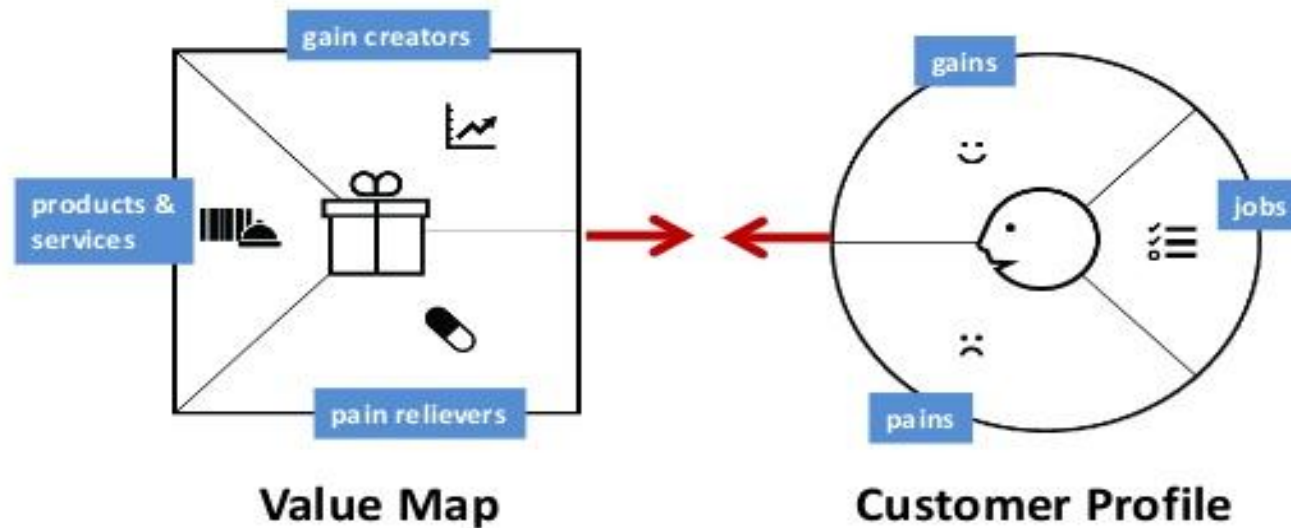
Reflections and Next steps

Meet together: December 14
                    Protocol to share your questions

Did you meet someone today you'd like to have a "virtual coffee with?"