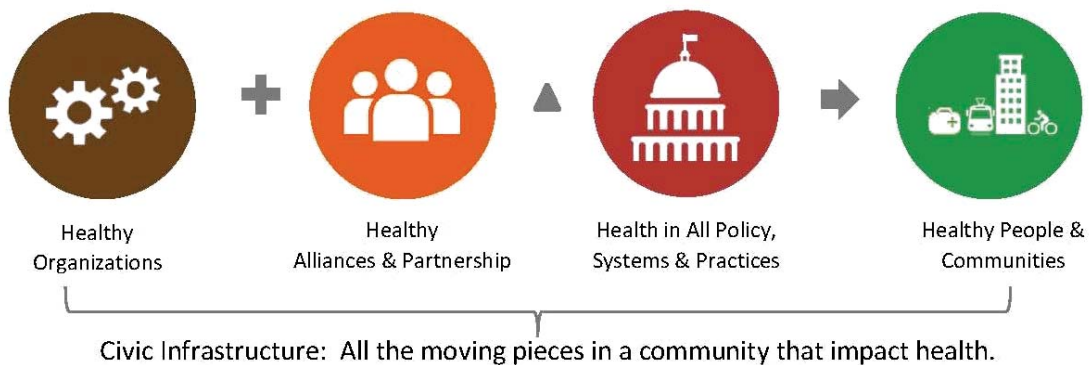




SLHI is on a mission to **inform**, **connect** and **support** efforts to improve the health of individuals and communities in Arizona.

SLHI improves the well-in in Arizona by addressing root causes and broader issues that affect health.

THEORY OF CHANGE



Healthy and resilient communities are supported by policy and systems shaped and influenced by effective nonprofits and alliances.

SLHI Priorities



Health is created where we live, learn, work, and play.



People with health coverage achieve better well-being and health than those who do not.



Insightful partners taking significant risks to achieve improved understanding of health in Arizona.



Dynamic and healthy communities are best supported by healthy organizations and leaders.

Capacity Building Opportunities

TAP TALKS

To build the capacity of nonprofit professionals.

Connections between colleagues with common challenges and successes.

A network of support.

Wisdom from the lived experiences of those in the room.

TAP GROUPS

Grow the capacity of nonprofits to be effective carrying out their mission.

Focus on critical issues facing their organizations.

Develop relationships with other nonprofit professionals.

Other Resources – Just a Few...

Arizona Nonprofit Academy	http://arizonanonprofitacademy.org/
Arizona Alliance of Nonprofits	http://www.arizonanonprofits.org/
ASU Lodestar Center for Philanthropy and Nonprofit Innovation	https://lodestar.asu.edu/
Leadership Learning Community	http://leadershiplearning.org/
National Council of Nonprofits	https://www.councilofnonprofits.org/
Stanford Social Innovation Review	http://www.ssireview.org/

Agenda

- Welcome & Introductions (Name & Affiliation)
- Announcements: Next TAP Group, AZ Gives Day
- Desired Results
- Setting Context
- Guest Failures
- Break: Find Your Quote Thinking Partners
- Framing Question & Collective Wisdom
- What Now?

Next TAP Group, AZ Gives Day

How to Cover Your
ASSETS
Organizational
Fiduciary
Responsibilities



STARTING APRIL 29th
go to www.SLHI.org to learn more

2 MILLION
DOLLARS

Desired Results

Connect with one another participant
outside the TAP Talk



Recognize the value of continual learning to
improve your organization's work

Know you are an important part of
a larger network of change agents
in our community



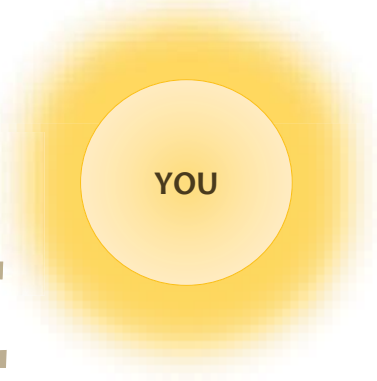


*a celebration of learning

Desired Results

NORMAL
failure

PART OF A PROCESS
SUBJECTIVE



Framing Question




What is necessary to turn failure into learning?



What does a culture of learning look like?

The Golden Rules

- Thrive on Change**
 - Learning Organisations feed on change
 - Committed; focused
 - Know objectives; plan
- Facilitate Learning from Employees**
 - Encourage participation and experimentation
 - Invest in training
 - Remove hierarchy
- Facilitate Learning from the Surrounding Environment**
 - Find internal and external sources of information
 - Learn from experience of other companies
 - Discuss customer needs
- Encourage Experimentation**
 - Reward individual input
 - Encourage throughout the company
- Reward Learning**
 - Boost morale
 - Set benchmarks for performance appraisal
 - Reward employees
- Communicate Success and Failure**
 - The Learning Cycle Diagram
 - Monitor, review, conclude, change



What is necessary to turn failure into learning?

What does your organization do?	What can your organization do differently?
What can I do?	What will I do?

So what? What difference does a learning mindset and practices have for the people you serve?

Resources

- light reading
 - *HBR.org*
 - April, 2011, *Failure Issue*
 - <https://hbr.org/archive-toc/BR1104>
 - Forbes, If You Have to Fail – and You Do – Fail Forward,” <http://www.forbes.com/sites/mikemaddock/2012/10/10/if-you-have-to-fail-and-you-do-fail-forward/>
 - SSIR, “How Leading Philanthropists Fail Well,” http://www.ssireview.org/blog/entry/how_leading_philanthropists_fail_well
- more in-depth reading
 - Failing Forward, John Maxwell
 - Fail Fast, Fail Often, Ryan Babineaux
 - Adapt: Why Success Always Starts with Failure, Tim Harford
 - Society for Organizational Learning, http://www.solonline.org/?page=Abt_OrgLearning
- stories
 - Admitting Failure Reading Room, <https://www.admittingfailure.org/reading-room/>
 - Institute of Brilliant Failures, <http://www.briljantemislukkingen.nl/en/>
- quick tools
 - Fail Forward
 - <https://failforward.org/>
 - Intelligent Failure, <https://failforward.org/what-is-intelligent-failure/>
 - learning loops, <https://failforward.org/if-loop/>
 - Resources, <https://failforward.org/resources/>
- more in-depth tools
 - Case Foundation’s Be Fearless Hub, <http://casefoundation.org/befearless/>
 - Be Fearless Action Guide, <http://casefoundation.org/befearless/>

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Continue existing funding relationships.	As an organization, we did not talk to funders on ongoing basis about funding cycles and preferences for continued funding.	Speak with funders on ongoing basis to take temperature of funding in future cycles.	Keeping lines of communication open, and being prepared for changes in funding cycles.
Create a strong management team	As interim did not have the longevity or buy in from all members	Focus on the staff as a whole and less on the management team	Understand limits of interim work and stay at big picture level
Work related: implement new mail out kits and associated referral laboratories to better serve the organizations patients national to international.	At that current time regulations hindered the success of settling on a compromise with the referral labs.	Diligently look into policies regarding sending biohazardous material throughout the nation and international.	Never rush projects and assume that everything will fall into place. Attention to the fine details plus adherence toward policy and regulations.
Provide an update mission and vision from statement for grant applications (ours is outdated from 1974)	Communication failure, uncertain if the organization wanted to update.	Confirm bod buy in.	Communication is essential as well as a plan. Without a plan, you may fail.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Expand our physical locations to address needs of underserved populations in additional communities within arizona	Costs of operating that facility were not financially sustainable. The decision and implementation of the project was based on a grant with a short window for acceptance. There was not enough prior research and planning, on all parties parts, which resu	Not allow the promise of "big dollars" and the desire to make others happy, supersede the time frame required to do "due diligence". Everyone involved must fully understand exactly what they are committing to and how this cooperative effort will benefit	Do not let the euphoria of the moment override sound business practices ever.
Get an organization moving forward	Did not have the right people at the table	Start evaluation from the start	Just because some one has good name value does not mean they are the right person for the job
Create a professional journal.	Had no idea that creating a professional journal would be as complicated as it was; way more foundation-building was required.	I'd create a partnership with others in my field before attempting this type of effort.	Lesson learned: everything in this world is more complex that it appears...or... You don't know, what you don't know!
Request donations	Hmmm...not sure? Maybe it is our approach?	I am still learning, and hope to come up with these answers as i go, and receive some insight from this talk.	What works? What doesn't? Personnel lessons such as learning to trust in the process, knowing when to shift gears.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Early in my career (in another field) I landed what I thought was going to be my dream job, but i soon realized that it was actually a nightmare for me.	I discovered that i had misinterpreted an element of my own character (being an introvert), and was blind to some of my needs (to have regular, meaningful interactions with people, not just work in a rewarding but solitary setting). I had studied toward t	I learned to look deeper where big decisions are concerned, to challenge my own beliefs and assumptions, to ask more provocative questions, and to do more investigative digging.	I learned that although my intuition is usually spot on and I can generally trust it, I need to balance it with more logic and investigation, especially when making big decisions. (i've since learned that research supports this - as the work of daniel kah
I am trying to move my non-profit from start-up to growth	I do not know what the failure was, otherwise I would correct it and not need assistance	I would like a mentor	?
I need to relate to the board of directors there role and in helping our organization grow	I do not think we failed but getting them to be interested enough to full fill their obligation as directors.	I do not know and hope to learn it at this seminar	I am sure I will take ideas from the seminar that will be helpful. At the present time I am president of one foundation and e.d. Of another and friends with many others in the same field and we are all having a hard time.
Strategic plan	I misjudged where the group was in the process.	A more thorough assessment of the group before i start.	Preparation is key. Ask better questions.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
To get my business off the ground	I wanted everything to be "perfect" and it never was	Work with what i have and take baby steps	To face and overcome challenges
To make systematic change in a large system (city government).	Lack of implementation because of a lack of political buy-in.	Continue to try to catch the attention of those who can make the project move forward.	Political buy-in, as unsavory as it might be, is necessary to make change.
Hold educational courses for our young physician members	Not a good turn out regardless of all the marketing	Find out what it really is that they want - if it's not education	Do a better job to evaluate needs vs. Wants of the members
Learn things to share with students.	Not applicable	Not applicanke	Not applicable
Convene 5 nonprofit groups around a central mission	Not using a focus group to gather valuable information so consensus strategies could be developed.	Convene parties representative of all target groups and focus on areas where we agree and choose those where we agree to disagree.	By developing a community leadership council, each group could maintain their own identities while being united around a common mission.
Always looking for best practices	Patient one on one volunteer. Not being able to recruit the right volunteers	Personally interview, maybe try it with another coordinator	Great ideas need to be communicated and driven. How do you encourage your team to be this person.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
<p>Convene 70 high schoolers from around the valley for a day of community building workshops around race, selfishness and oppression at a local community center.</p>	<p>Schools left the program early and arrived late due to bus schedules. This greatly impacted the flow and pacing of the day.</p>	<p>Have a proactive conversation with each staff member about transportation and the importance of staying for the entire day of programming. Extend our start time to be earlier and buffer for latecomers.</p>	<p>Transportation is a basic logistical piece of any program or experience and without appropriate attention paid to this component and clear communication verbally delivered to participants (not over email), our programs are deeply impacted.</p>
<p>Trying to start a new americorps vista project/member</p>	<p>The member quit after two months. We had middle management that micro managed and was not very supportive of the initiative.</p>	<p>I would make sure that the managers understood the project and the responsibilities of the americorps member. I would do this by including management in the proposal for the position and project, outlining their responsibilities.</p>	<p>Starting new projects with new staff requires a lot of buy-in and support, it's not just about winning the award.</p>

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Bring a proposal to Arizona to life for county wide local response.	The people who committed to help didnt follow through. In spite of initial enthuisiasm nothing happened. Like planting seeds before the winter.	Nothing - didnt get mad, hurt, upset, frustrated -keep planting the seeds, reaching out the hand of friendship and listened to what was beng said!	Keep your target clearly in mind, but be willing to adapt Be a johnnie appleseed - keep dropping seeds and be ready to react and cultivate when they start to grow.
My organization had several grant proposals to submit. There was one federal proposal and three or four foundation proposals. All of the foundation proposals were repeat submissions. Given the heavy workload, we distributed sections of each proposal for people to do.	The project and administrative staff did not complete tasks as assigned. Some people felt it was not their job to prepare proposals and others stated that they simply did not have time. I believe the failure occurred at the initial meeting when the decisi	I would ensure that people were aware that their assignments were not optional and illustrate how their programs depended on the funding that was being requested. I would also check in more often for progress reports.	Individuals in the non-profit sector are usually strained to get their jobs done and the prospect of additional responsibilities is not embraced. However, people need to be held accountable and to stop the silo mentality that often permeates organizations

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Gather a passionate group of people to establish and lead a new non-profit community organization.	There were many passionate people willing to be involved, but no one had the key leadership skills and experience in effective leadership to actually lead the effort.	Screen the "passionate group" and not proceed until we had identified enough capable and experienced leadership in key areas of public speaking and marketing.	Even after 2 years of a great deal of foundering, the passion of the initial group has carried us along, and we are beginning to identify new people who can provide the expertise and leadership to aid us in our mission.
Serve a client.	Trying to be all things to all people.	Recognize limitations and what is appropriate when working with clients.	Know who you are and what you are about.
Teach creatively	Used techniques that controlled rather than compelled people	Utilize multiple intelligences and brain-based techniques	There are highly engaging ways to inspire vibrant living and learning if you are ready to risk as a presenter
Get employees to actively engage in voter registration	We just did not get many people to register to vote	Maybe conduct focus groups first to see what might motivate the employees to get engaged	This is not easy work

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Attempting to reduce and reorganize a board.	We moved too fast and skipped ahead to an outright proposal for this change without recognizing that concern and pushback we would receive.	What i did do was bring a small working group together that contained some of the most vocal opponents. We were able to have this group work through the issues, identify the solution and become the champions to the project.	That slowing down and getting everyone on board actually helps create a stronger product that moves faster in the end because of the champions pushing it forward.
Be awarded grant funding....	We took this grant application on because others wanted us to, not because it was in our "sweet spot". We won the funding, but ultimately, we were overcommitted, outside our core skill set and unable to deliver the best product/service with the funding.	Just say no....and propose other options, rather than try to do it ourselves.	Understanding boundaries, capacity and the value of saying no rather than always feeling like the answer has to be yes.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
<p>My first "real" job out of college, I applied to be a program assistant, providing clerical/administrative support to a department. I was confident in my ability, but green in my experience - only having completed internships. Looking to prove myself, I tried to demonstrate that I could handle anything, even if I didn't know how! I considered myself to be a perfectionist - which I now know means: I was looking to seek approval and set my personal standards unrealistically high.</p>	<p>When I didn't meet the standards set by supervisors, they would verbally shout at me, daily, and tell me that I was wrong in front of our entire team. From there, my performance dropped significantly. After two months, I was terminated from the position - with the only feedback, "You're just not good at this job."</p>	<p>From then on, I made sure that I knew what I was getting myself into when seeking a new position. I wasn't receiving feedback from my team, and learned to communicate with others a lot better - in both giving and receiving feedback. I also learned to not be a perfectionist. I learned to hold yourself to a level of excellence but to know that not everything is going to be guaranteed. Let it go. From then on, I also learned to seek out educational opportunities (especially free ones) and ask for help! Don't be afraid to ask people for guidance or help.</p>	<ol style="list-style-type: none"> 1. If you're coming out of college, don't jump into a position just because they offered it. Take time to understand what you do best. Sometimes that will come from failing, but don't settle for something that isn't in your wheelhouse. 2. Find a team/agency that suits your communication and work style. 3. Don't set unrealistic expectations for yourself. Challenge yourself, but know your limitations. 4. Always ask questions or admit when you need help! People will appreciate it in the long run.

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What were you trying to do?	What was the failure?	What would you do different next time?	Broader lessons learned?
Allow an employee to reach their potential	She continued to not perform some tasks out of personal choice and other tasks were not being performed out of medical issues. It was hard to tell what task were not being completed because of what.	I would have addressed both issues sooner and came up with an alternate plan and reassigned job duties. I would have been clearer about job expectations and duties.	Trying to change the way people work is difficult and does not always work. You must work with their work style, but still demand that the job is complete according to policies and procedures.
I was accepting donations from a senior whose wife had just died and whose son insisted on receiving a detailed donation receipt of all items and their values	I volunteer my time to do this type of work. The son refused to accept that I am not a non-profit agency and that it was his responsibility to document all of the items and to assess their value. In my efforts to be helpful, I took my best shot at it. Ugh.	I would refuse to collect the items unless the family accepts their role in documenting and valuing the donated items. As a non-profit, I would be in control of the information and would not have to rely on a third-party non-profit organization to provide documentation (which they refuse to do).	I want to open my own non-profit agency to be able to accept donations. The proceeds will go toward paying staff to manage the donations, distribution, receipts for donators, etc.

Learning Organisation



What is a Learning Organisation?

Peter Senge in *The Fifth Discipline* wrote, learning organisations are: "...organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together."

Characteristics of a Learning Organisation:

Information is shared and accessible.

People are expected to **learn constantly.**

Mistakes or failures are not punished.

Learning is emphasized and valued.



What do learning organisations do?

Continuous learning to improve programs, services and effectiveness of the organisation.

Promote, facilitate and reward collective learning.

Integrate evaluation into all aspects of organisational and program planning **and implementation.**



Benefits

Promotes innovation

Free flow of information

Employees' ideas and perspectives are appreciated

Allows the organisation to attract and retain the best talent

Improved social interaction and interpersonal skills in employees

Promotes sense of ownership and appreciation among employees

Members are encouraged to improve their personal skills and qualities



Imagine

what this would look like, feel like,

sound like from your sphere of influence

The Golden Rules

Thrive on Change

- Learning Organisations feed on change
- Committed; focused
- Know objectives; plan



Facilitate Learning from Employees

- Encourage participation and experimentation
- Invest in training
- Remove hierarchy



Facilitate Learning from the Surrounding Environment

- Find internal and external sources of information
- Learn from experience of other companies
- Discuss customer needs



Encourage Experimentation

- Reward individual input
- Encourage throughout the company

Reward Learning

- Boost morale
- Set benchmarks for performance appraisal
- Reward employees

Communicate Success and Failure

- The Learning Cycle Diagram
- Monitor, review, conclude, change