

**Before we get started.....please mute your audio once we get started!**

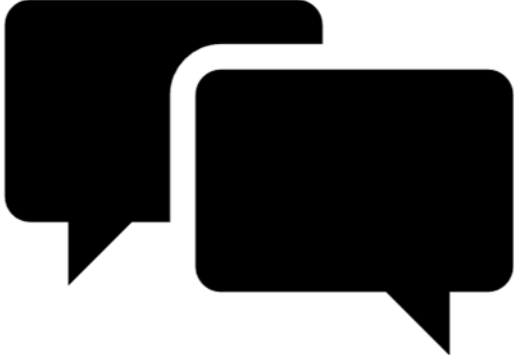
Please merge your audio and video, if you are calling via phone and computer.



Session will be recorded and available after the session



Use Chatbox for Q&A, Commenting, and Technical Questions



We recommend starting with “Speaker View”, with the Chat box open, and then shifting to “Gallery View” for the Q&A & Open Dialogue Session.

*Amplifying Impact:  
Strategic Alliances  
in Uncertain Times*



Hartford Foundation  
FOR PUBLIC GIVING





We help leaders  
make better  
decisions.

# Today's Speakers



**Anne Yurasek,  
Principal**

Anne has been an organizational development consultant and trainer for over twenty years in the nonprofit and private sector. She is the managing partner of Fio Partners.

Anne has an MBA in Management from Columbia University and a Bachelors Degree in Psychology from Wellesley College.



**Cynthia Rojas,  
Consultant**

Cynthia's career spans over two decades and includes senior nonprofit leadership roles, most recently at Clifford Beers Clinic.

Cynthia has an M.S. in Research Methods from Hunter College and is pursuing a doctorate in Organizational Development and Strategic Leadership from Southeastern University in FL.

**And you!  
Introduce Yourself in the Break Out Room  
Name, Role, Organization....  
and today's #pandemic Bright Spot!**

**Poll:**  
**What Brought  
You Here Today**

# **Our Objective for Today's Session**

# Our Objective

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**To highlight innovative ways nonprofit leaders and Board members can continue to have the impact they have been experiencing before the pandemic.**

**To explore our assumptions and beliefs regarding the various types of partnerships that could serve our communities better.**

# Agenda for Today

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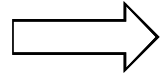
- Context for Our Discussion
- What is a Strategic Alliance?
- Importance of Leadership
- Understanding Your Current and Future Organizational Health
- Moving Forward



# Context for Our Discussion

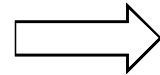


# State of Nonprofits in CT (July 2020)



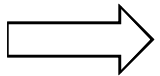
65%

delivering services in a moderately or severely reduced capacity



52%

Loss of fee for service revenues



67%

Loss revenue due to cancellation of fundraising events



4 out of 5 concerns were revenue based

# State of Nonprofits in CT (July 2020)



1 out of 3 nonprofits reported they were struggling.



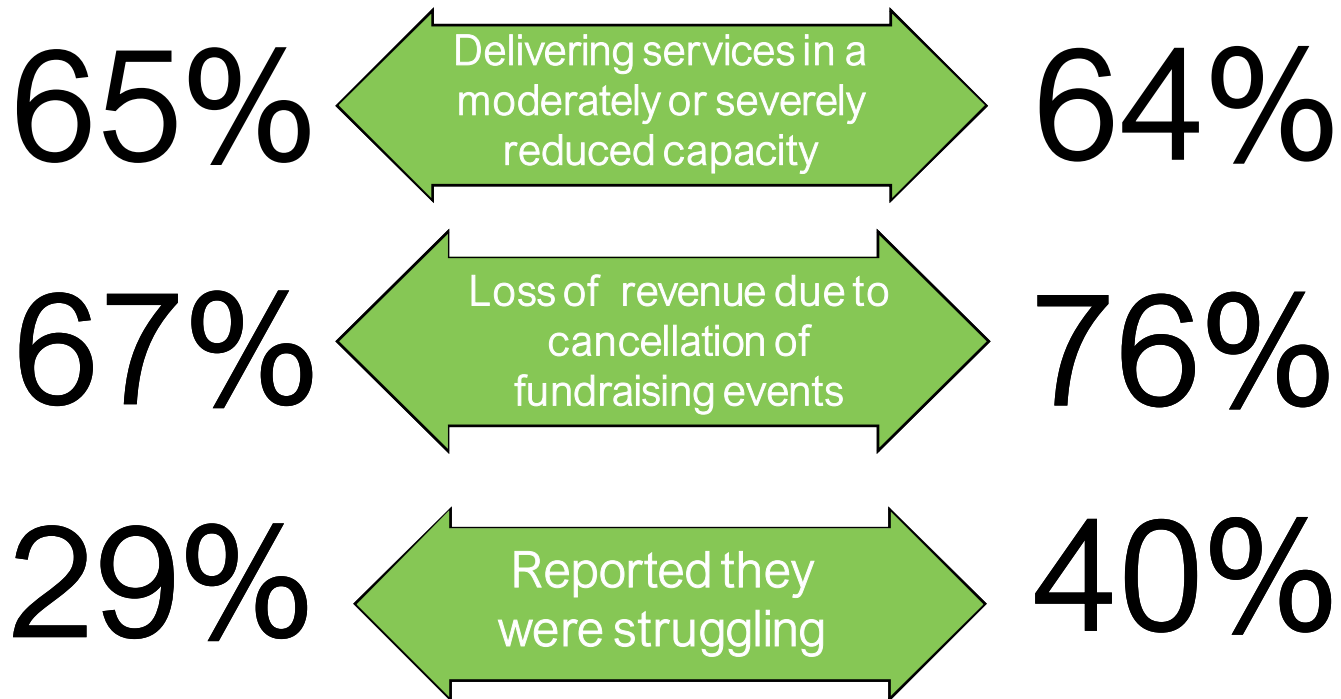
91% Reported new or adapted program development



1 out of 5 nonprofits is or will be conducting an executive search.

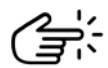
# Connecticut

# Rhode Island



# What We Are Hearing From Leaders

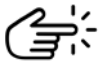
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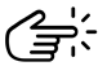
Organizations are having to delve into things that are not their expertise (e.g. technology, training).



“We can’t provide online services if our population cannot access the internet.”



Don’t have the infrastructure. We do everything on paper.



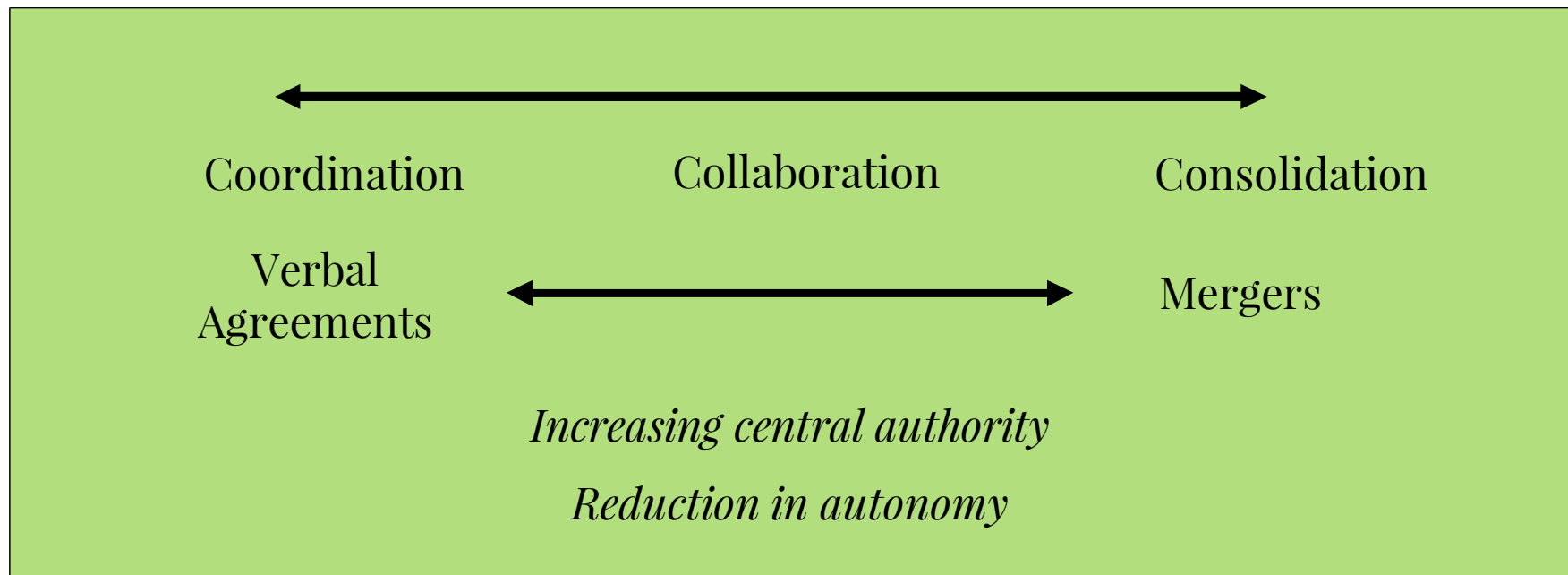
Everything takes twice as long to accomplish because we have to build a system for it.

Chat Box Reflection:  
What Is Keeping You Up At Night?

# What is a Strategic Alliance?



# Strategic Alliance Continuum: Coordination to Consolidation

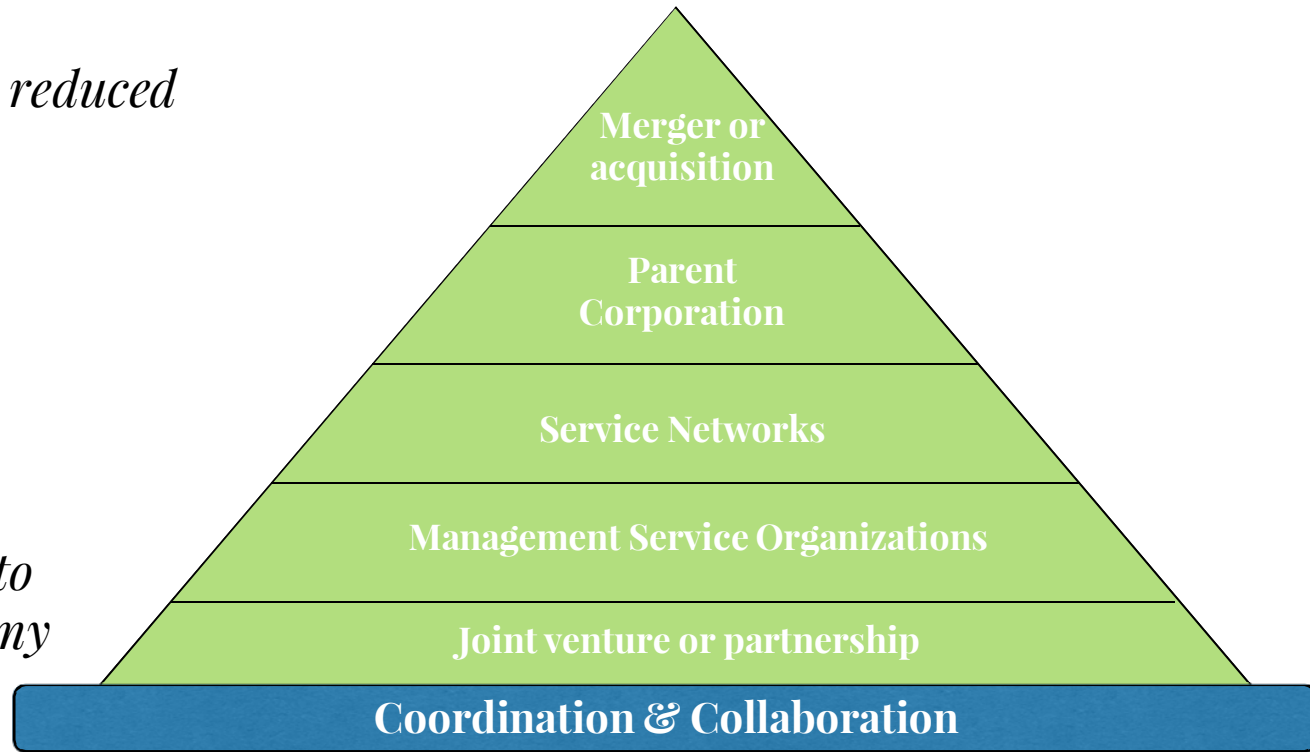


# Strategic Alliance Continuum

*High risk, high cost to create, reduced autonomy*



*Lower risk, lower cost to create, retained autonomy*

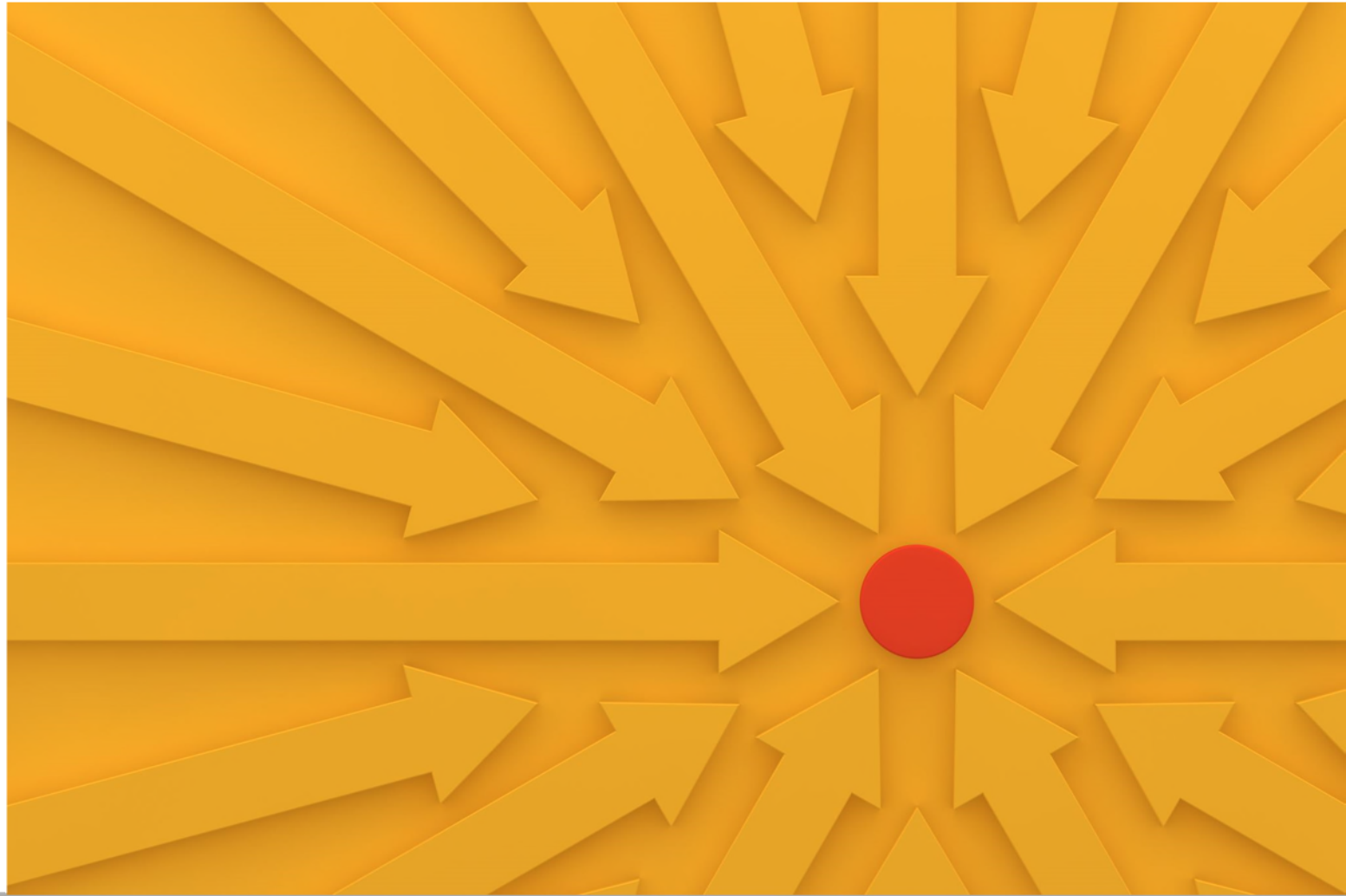




# **Importance of Leadership**



This journey  
begins with you.

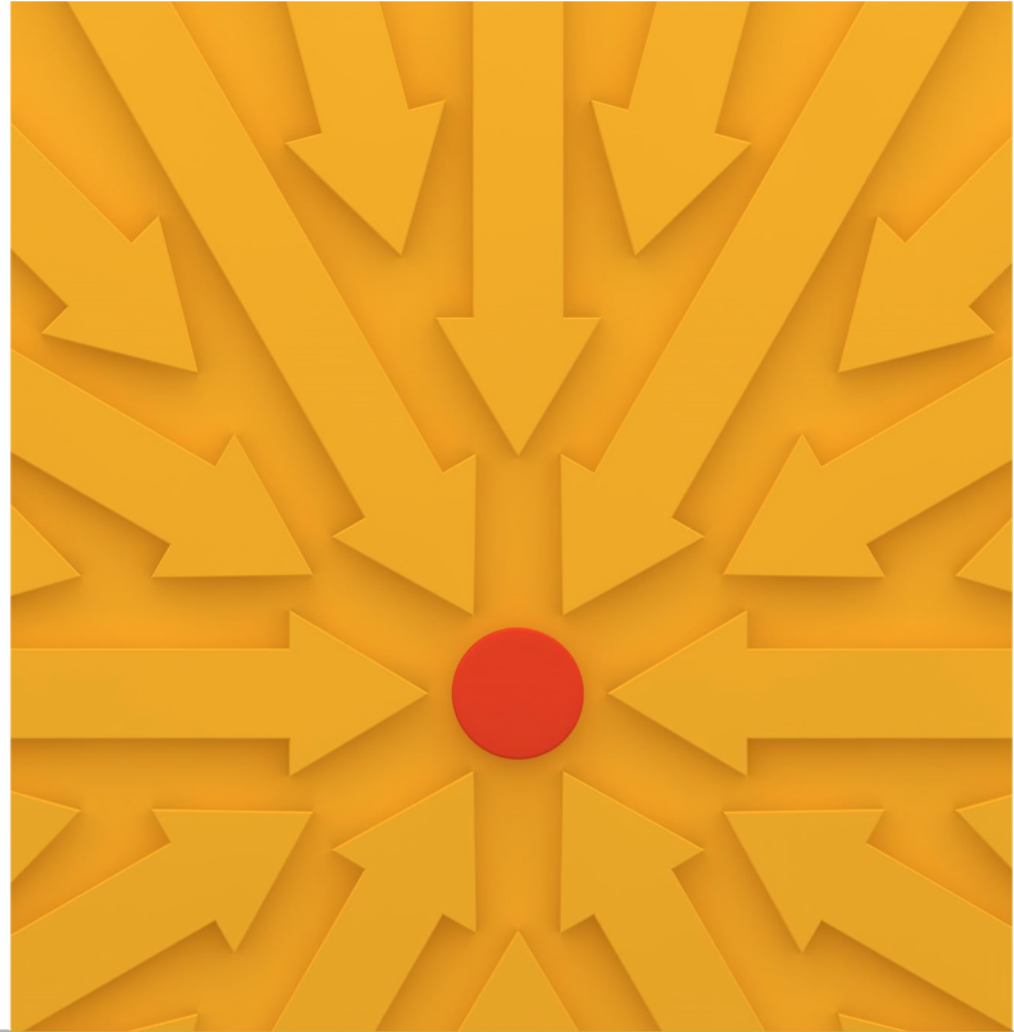


## **Small Group Discussion:**

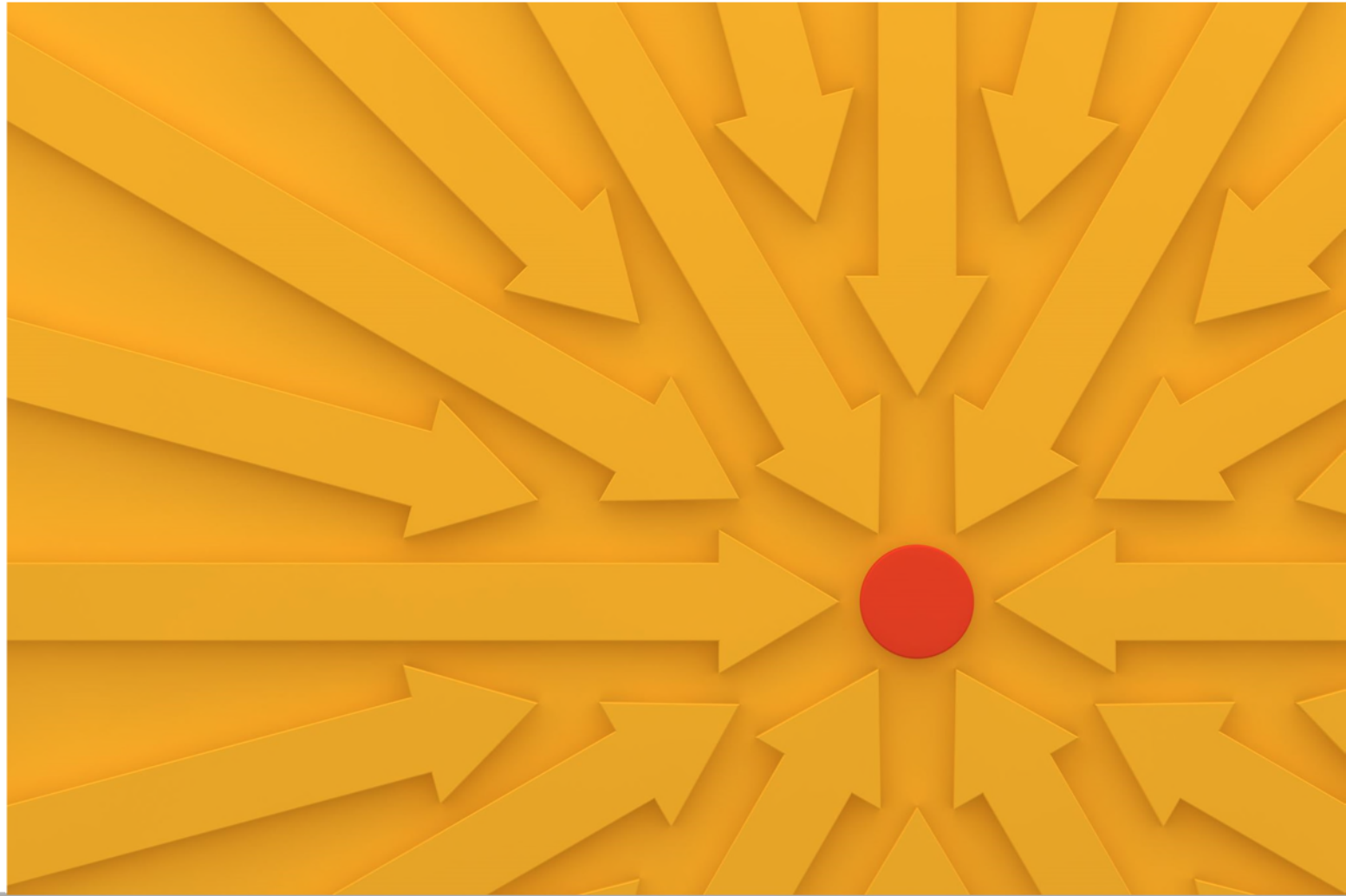
What comes to mind when you think of strategic alliances and partnerships?

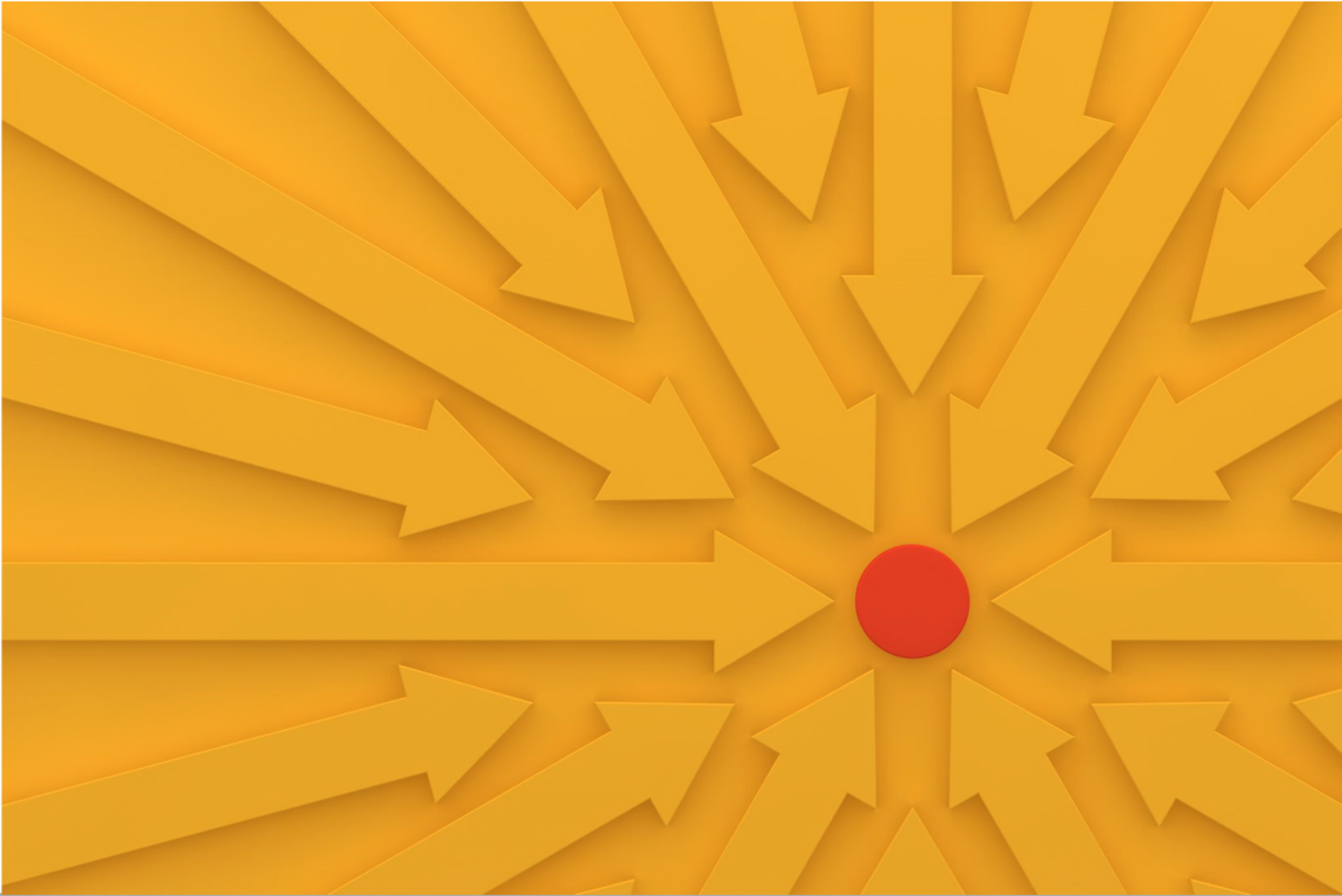
What are your core assumptions, beliefs, or prior experiences that inform your perspectives?

What would it take for you to consider a deeper partnership if you found it to be a strategically and financially viable?



## **Small Group Report Out**





What is true for  
you is...  
true for your  
partner.

# **Understanding Your Current and Future Organizational Health**

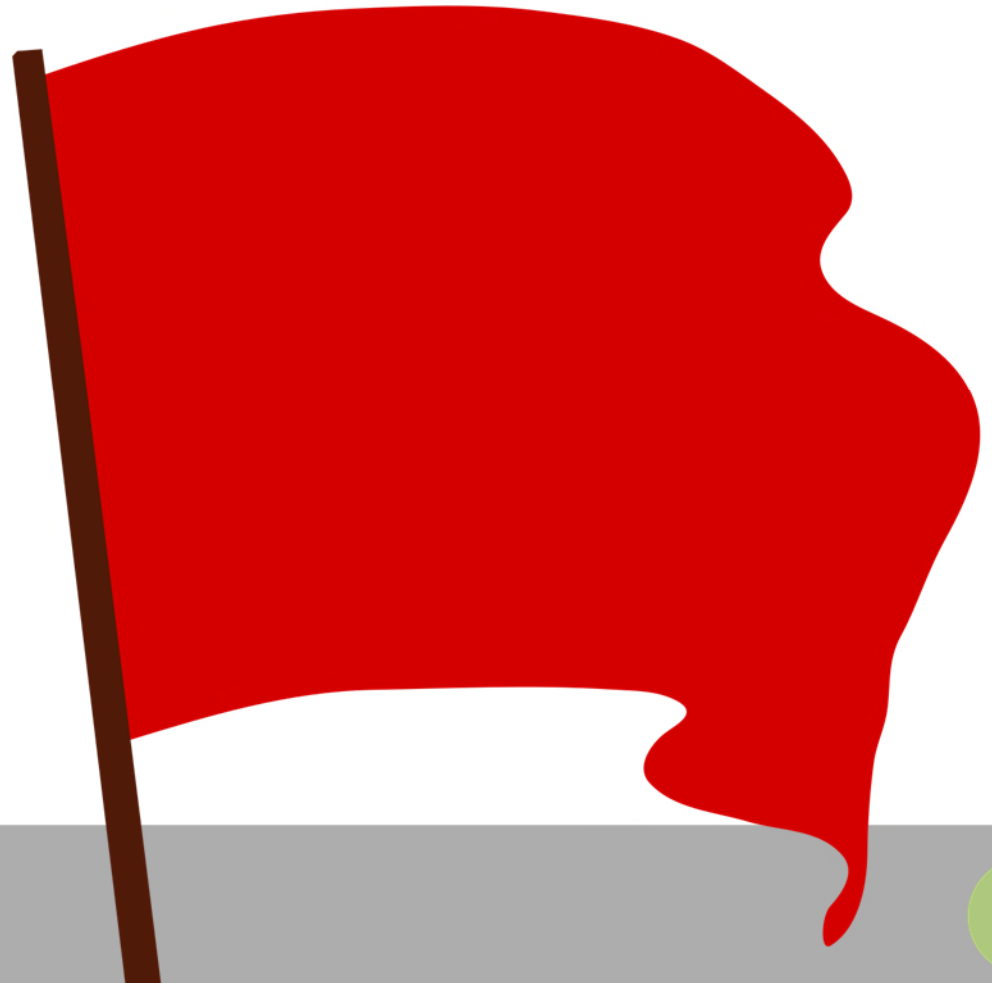


## Current State

**Early Warning Tool:** to assess your organization and determine if strategic alliances can help your mission.

# Financial Health

Assess financial red flags to assess financial vulnerability in anticipation of revenue loss







# Assessing Your Programs



Current State

# Understanding Your Relationships

A Newton's cradle with five silver spheres is shown against a blue background. The spheres are arranged in a horizontal line, with the fifth sphere on the right being slightly higher than the others. A teal rounded rectangle is positioned at the top left, containing the text "Future State". The text "Leading with impact." is centered in the middle of the image.

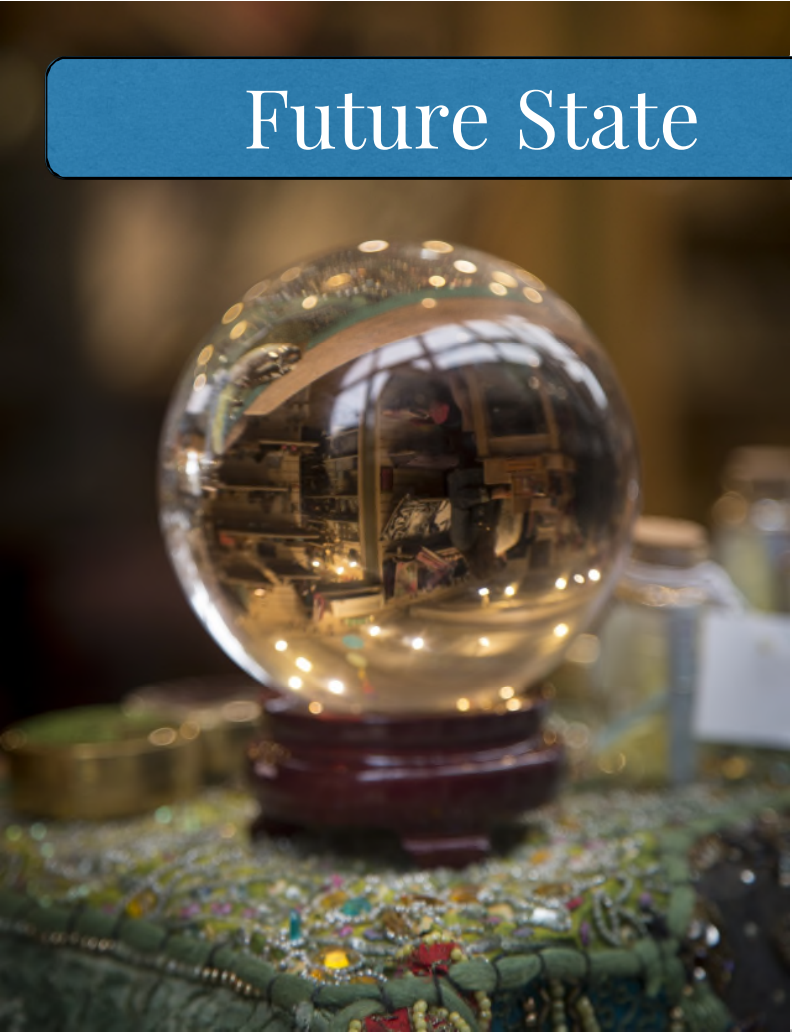
Future State

Leading with impact.

Think-Pair-Share: What Is The Impact You Hope to Have in the Coming Year?



## Future State



- Scenario Planning
- Financial Forecasting

# Moving Forward

# Considering Your Options



## **Financially Vulnerable?**

Assess Your Programs

Consider retrenchment, partnership and/or consolidation



## **Financially Healthy?**

Maintain Operations

Consider options for partnership, collaboration, and or merger of smaller organization



## **Not sure where/how you could partner?**

Assess current programs and look for opportunities to partner

Build internal clarity around opportunities



# Engage Your Board of Directors



# Create Internal Clarity



A black pushpin is pinned to a light-colored surface with a grid pattern. The pushpin is positioned in the upper right quadrant of the image. The grid lines are thin and dark, creating a subtle background pattern. The pushpin's shadow is cast onto the surface below it.

# Prioritize Key Relationships & Cultivate





**TRUST**

**COMPETENCE**

**COMMUNICATION**

**CONTRACTUAL**

# Power of Trust



# Power of Time







## Support for Organizations

- Board & Staff Training
- Building Internal Clarity
- Partner Search and Feasibility
- Partnership Design
- Developing Agreements
- Supporting Implementation & Transition Planning

# Q & A

**Thank you!**  
**Keep in touch!**

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