



Collaboration, Strategy and Business Planning In Partnerships

State Parks Partnership Conference
October 16, 2019

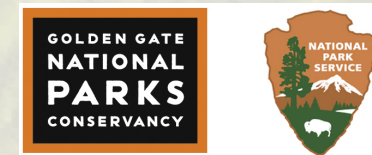
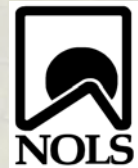
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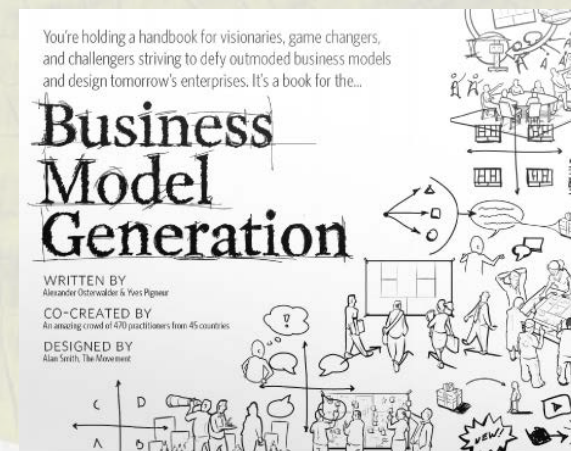
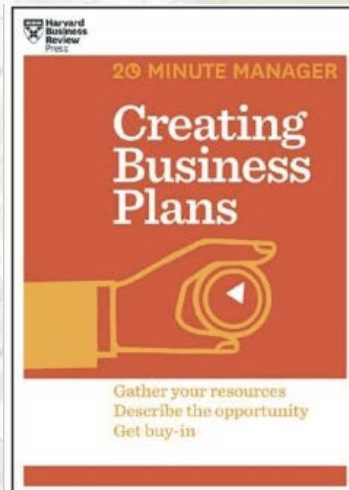
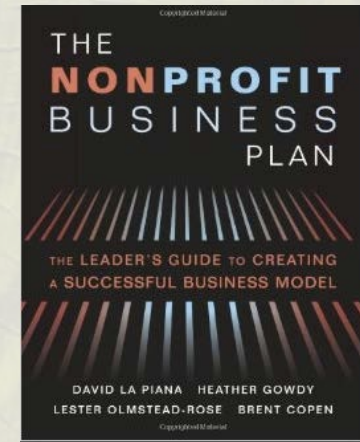
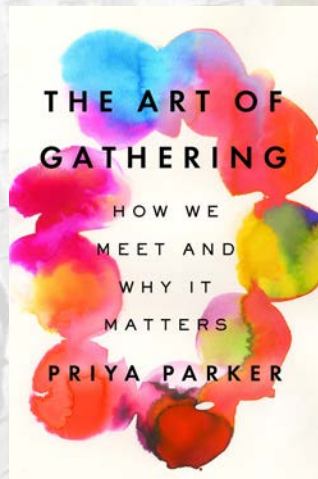
Agenda

- 1. Welcome**
- 2. Potrero Group—strategic business planning**
- 3. Human Needs; Old Power/New Power**
- 4. Key questions for you and your collaborators**
- 5. Reflection**
- 6. Get on the same page--Business Model Canvas**
- 7. Apply your thoughts**
- 8. Commit to actions**

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Six Human Needs

Certainty

- assurance you can avoid pain and gain pleasure, safety, security

Uncertainty/Variety

- the need for the unknown, change, new stimuli, adventure

Significance

- feeling unique, of value, important, special or needed, independence

Connection/Love

- a strong feeling of closeness or union with someone or something

Growth

- an expansion of capacity, capability or understanding

Contribution

- a sense of service and focus on helping, giving to and supporting others

Old Power vs. New Power Values

OLD POWER VALUES

Managerialism, institutionalism, representative governance

Exclusivity, competition, authority, resource consolidation

Discretion, confidentiality, separation between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty, less overall participation

NEW POWER VALUES

Informal, opt-in decision making; self-organization; networked governance

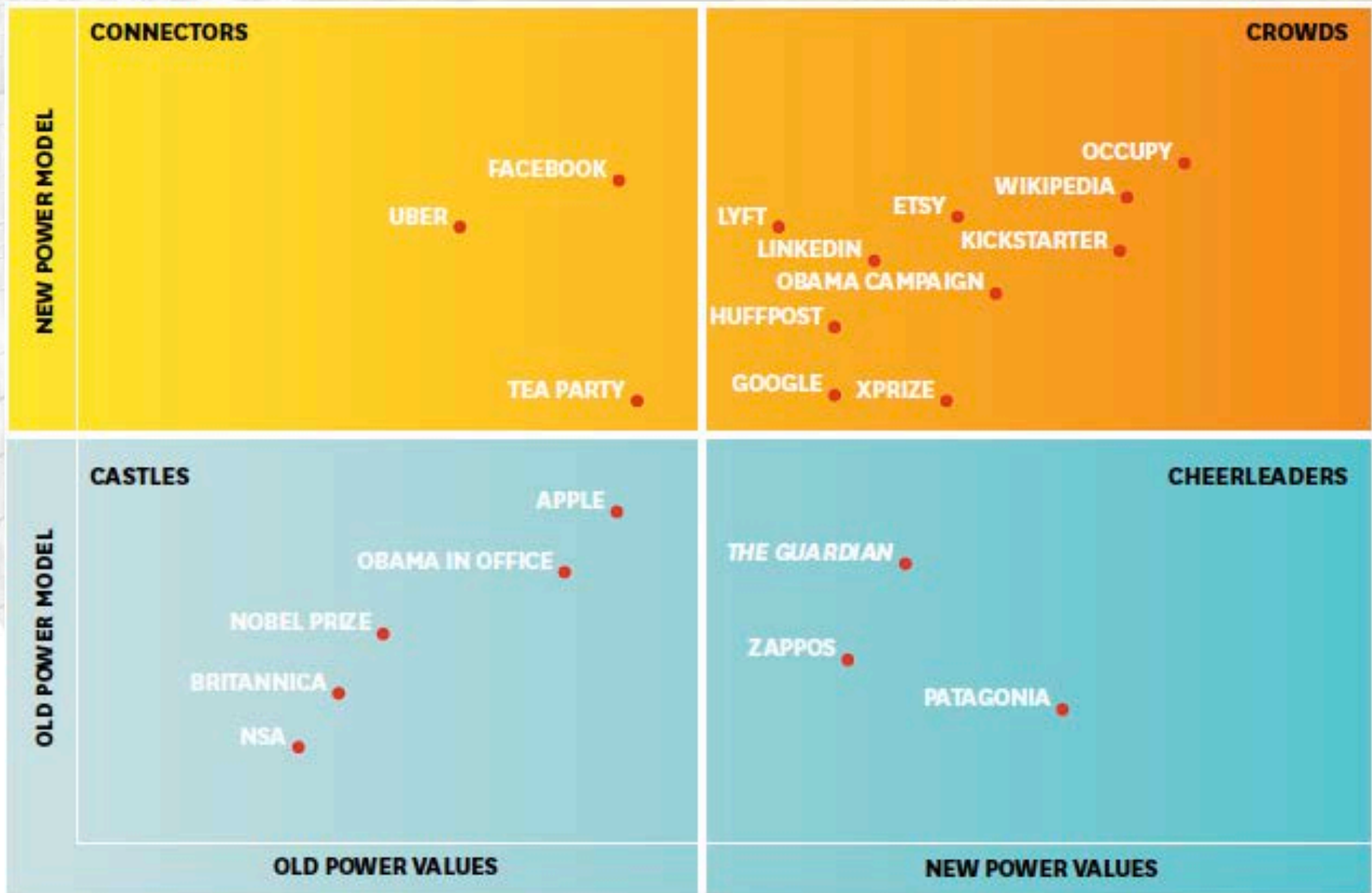
Open source collaboration, crowd wisdom, sharing

Radical transparency

Do-it-ourselves, "maker culture"

Short-term, conditional affiliation; more overall participation

Old Power vs. New Power Values



Credit: Jeremy Heimans & Henry Timms

What is "strategy?"



What is "business planning?"



Bring them together

Strategic Plan

A guide to the choices, tradeoffs, metrics, milestones, and outcomes an organization chooses to pursue in a specific period of time.

Strategic Business Planning

Using strategy to guide your organization's business model toward sustainability and impact.

Purpose, context, choices, and financial sustainability inform and underpin every part of the organization's actions.

Business Plan

A plan for how an organization will structure and govern itself, conduct business, succeed in its industry, maintain financial strength, and fulfill on its mission.

Who's good at this?



GOLDEN GATE
NATIONAL
PARKS
CONSERVANCY

rev^olution foods.

Key Questions

- 1. What is your organization the best in the world at?**
- 2. What problem are you solving?**
- 3. What are your customers telling you?**
- 4. What is your organization not going to do?**
- 5. What business model drives your resource engine and aligns the other questions together?**

Take 5

Take 5 minutes to answer these questions for your organization and/or a collaboration you're working on...

- 1. What is your organization the best in the world at?**
- 2. What problem are you solving?**
- 3. What are your customers telling you?**
- 4. What is your organization not going to do?**
- 5. What business model drives your resource engine and aligns the other questions together?**

Business Model Canvas

Business Model Canvas

Designed for:

Designed by:

Date:

Iteration:

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

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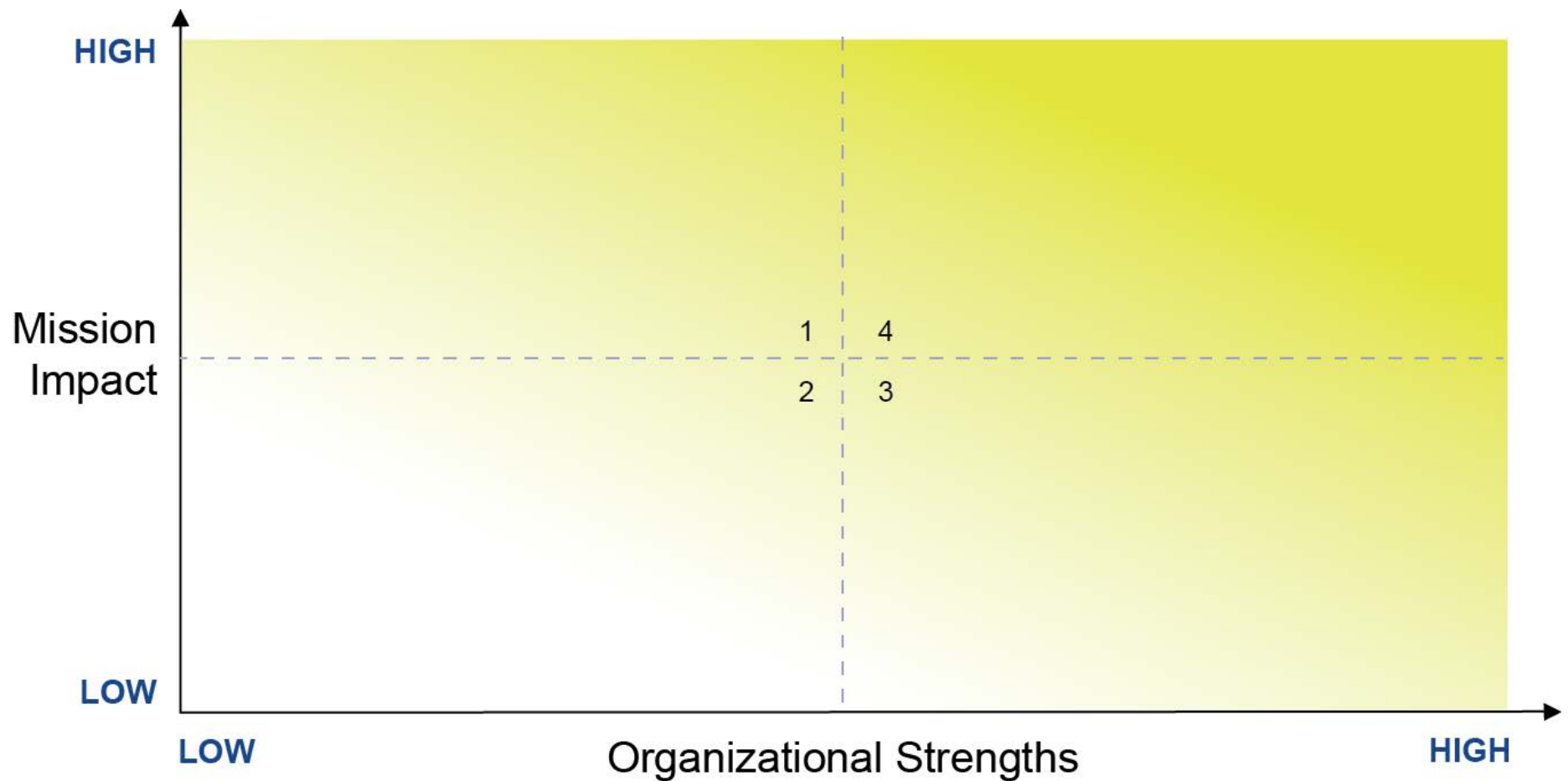


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Impact and Strengths



"Next Level" Partnership

**Think Big.
Be Curious.**

- **Look adjacent possible**
- **Embrace ritual**
- **Practice not saying "no", but saying "yes, and..."**
- **Allow room for moonshots**



First Penguin Award



Apply it

Have a 10 minute discussion with 2-3 other people:

Deep dive into a current collaboration OR find unique perspective from an unexpected place...

Where you are strong?

Where you are stuck?

What is your next step?

The Partnership Continuum



1. Identify and engage the stakeholders.

2. Establish personal relationships, and begin to build trust.

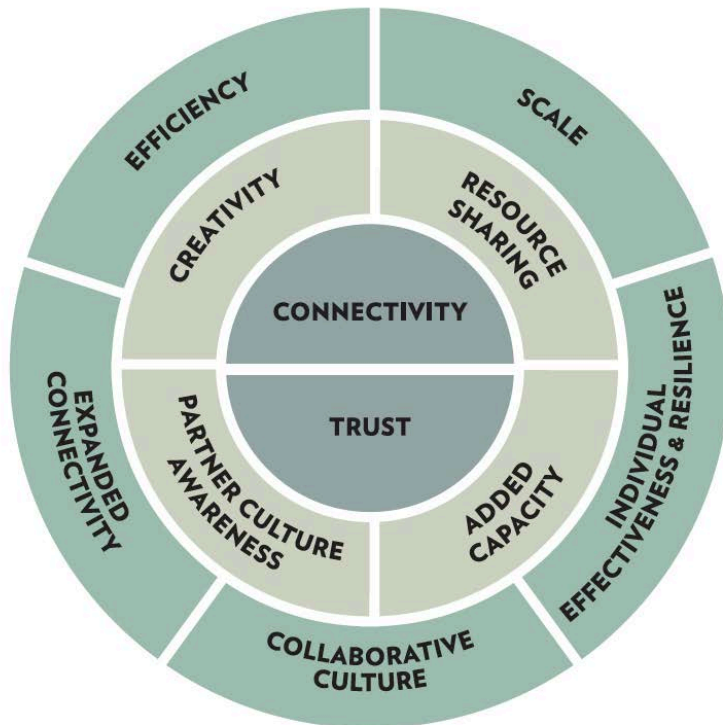
3. Clarify the goals and objectives each partner wants to accomplish

4. Choose and implement a partnership that is mutually beneficial.

5. Establish governance, procedures, ground rules, and decision-making structure.

Incremental Change To Scale

11 PARTNERSHIP IMPACTS



Foundational Impacts

Relationship building
(individual, inter-organizational,
stakeholder/community)

Operational Impacts

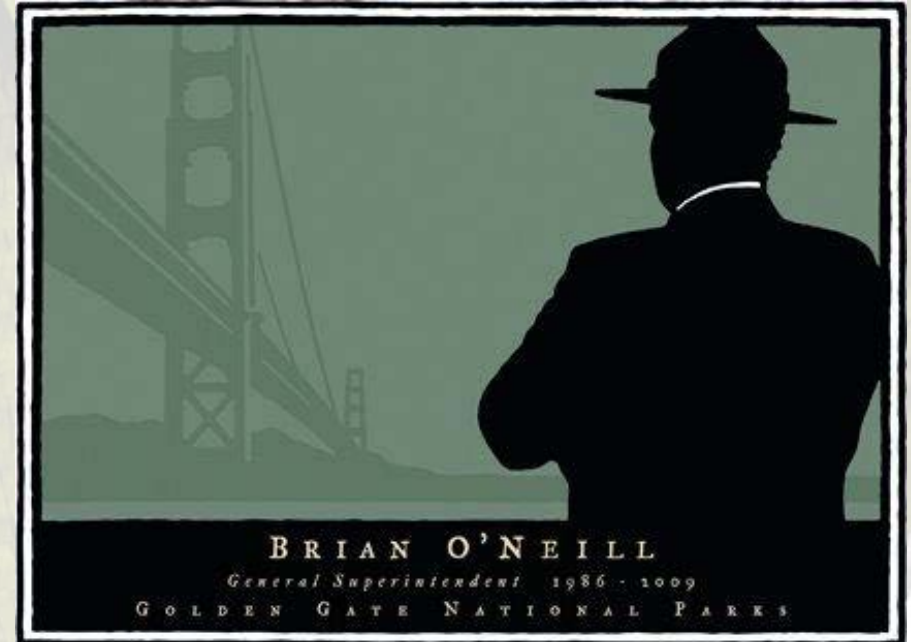
Benefit both the partnering
organizations and the
partnership itself

Outcome Impacts

Envisioned by the partners and
unanticipated generation
through the collaboration

Partnership Success Factors

- Adopt A Shared Vision**
- Whole Organization Ownership**
- Leave Ego At The Door**
- Celebrate Success**
- Consensus Not Compromise**
- Seek Out And Adopt Best Practices**



“Brian’s efforts set the standard for developing partnerships not only in the National Park Service but with organizations throughout the nation.”

-Dan Wenk, Former Yellowstone Superintendent, National Park Service

Brian O'Neill's 21 Partnership Success Factors

[https://www.parks.ca.gov/pages/22374/files/21%20Partnership%20Success%20Factors%20Brian%20O'Neill%20\(2\).pdf](https://www.parks.ca.gov/pages/22374/files/21%20Partnership%20Success%20Factors%20Brian%20O'Neill%20(2).pdf)

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MAKING A DIFFERENCE IN THE WORLD PotreroGroup.com

Articles/Case Studies

Brian O'Neill's 21 Partnership Success Factors
The National Park Service

Engaging Your Community: A Toolkit for Partnership, Collaboration and Action
John Snow, Inc.

Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years
By Amy Pickel, Ph.D., and Leigh Goldberg

Why The Lean Start-Up Changes Everything
Harvard Business Review

The Strategic Plan is Dead. Long Live Strategy.
Stanford Social Innovation Review

**Change is uncomfortable.
But not unnavigable.**

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Books

Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers
By Alexander Osterwalder

Connecting to Change the World: Harnessing the Power of Networks for Social Impact
By Peter Plastrik, Madeleine Taylor, and John Cleveland

The Art of Gathering: How We Meet and Why It Matters
By Priya Parker

The Non-Profit Business Plan: The Leader's Guide to Creating a Successful Business Model
By David La Piana, Heather Gowdy, Lester Olmstead-Rose, and Brent Copen

Creating Business Plans (HBR 20 Minute Manager)
Harvard Business Review

Write it down...we'll send it to you

1. Draft a note to yourself

- *What do you want to have moved forward in 3 months?*
- *What do you want to hold yourself accountable to?*

2. Address an envelope to yourself

3. Potrero Group will mail the note to you in about three months

Thank You

Contact Potrero Group

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