



# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

## SESSION 149

### CREATING A CULTURE OF COLLABORATION

WITH HARDY SMITH

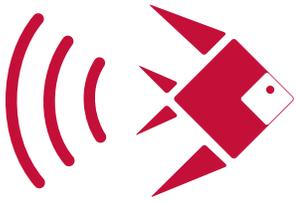
**BETH:** Hello, this is Beth Brodovsky, and welcome to Driving Participation. Today I am on with Hardy Smith. Hardy is a consultant and a speaker and he focuses on performance of leadership teams. I connected with Hardy when I read a blog post he posted on LinkedIn, I think about collaboration; and that just set off all these bells and lights in my head because in the 150 or so episodes that we have done, collaboration is one of the top three things that each of our guests mentions just sort of out of the blue as part of our conversations about what is a massive trigger to driving participation, and on the surface, it doesn't necessarily seem like that would be an obvious thing that would be linked to successful participation in organizations. So I thought Hardy is the perfect person to bring on to talk about how this works and how collaboration actually does impact participation. Hardy, thank you so much for joining me today.

**HARDY:** Well, Beth, thank you very much. I appreciate the opportunity to visit with you and your podcast community. I look forward to it. I think it will be a fun conversation.

**BETH:** I am sure it will. So I would like to start off with asking you my favorite question about what that word "participation" means to you. So you are a consultant, you work with leaders, you work with lots of different organizations, and I think it's fascinating to ask individual organization leaders how it shows up deeply in their organization, but I think it's just as valuable to ask people that consult with and are exposed to lots of different organizations. How do you see it showing up in your work in a way that helps the organizations that you work with thrive?

**HARDY:** Well, Beth, I think that's a great question to jump right into the





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

conversation with. Across the nonprofit sector, my experience is, and this applies to nonprofits and associations, but across the sector, collaboration is a solution to the myriad of challenges the world of doing good faces. It's just one of those things that's just always thrown out. Well, we should learn to collaborate or you should collaborate. We're always telling people what they should do, but I found out that the telling is much easier than the explaining on exactly how to do that, and what I learned as a youth basketball coach that I could yell at my players all game long, play defense, play defense, or rebound the ball, but in practice if we haven't taught our players how to play defense the way we want them to play or rebound the ball or shoot the ball the way we wanted them to execute correctly, then they really don't know how. So the same thing with collaboration, and I found a fascinating book by Ed Catmull, and the name of the book is "Creativity, Inc.," and Ed is the creator and one of the founders of Pixar.

**BETH:** I love that book! It is so good.

**HARDY:** Beth, you're right. I've marked all through that book. Instead of black and white, it's now yellow highlights. It's changed colors on me.

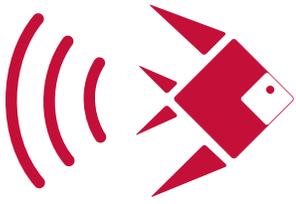
**BETH:** Everything in that book is like a gem.

**HARDY:** Yes, and I always, I haven't really given a lot of thought to Pixar before reading the book other than they make great movies and great cartoons with great animation, but the quick backstory here is Ed Catmull was really an early computer nerd back before there really was such a thing. His goal in life, and Walt Disney was his idol, and his goal in life was to make a full-length feature animated film movie, which didn't exist at the time and he saw computers as a way to do this. This was in the mid, early, late 60s.

**BETH:** So you're talking about 3D computer animation as opposed to, just to make sure that we're clear, because regular animation existed.

**HARDY:** Right, right. This whole journey led to this wonderful world of Pixar, and





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

of course he also became president of Disney animation after they merged, but he credits the culture of collaboration that was developed at Pixar as the key to all of the creative and commercial success that they have. So after reading that book I totally understood the need to help the nonprofit sector. OK, let's don't just talk about the need for collaboration, but let's talk about, because we all agree on that, right, so let's talk about how to collaborate. So that was what the article was about that I posted on my LinkedIn profile. It's also a little bit longer article was also posted; I do a lot of blogging for BoardSource.

**BETH:** We'll make sure that we link that article on the show notes page so everyone can get to read it because it's a great article. I love how you talk about that, and I love that book. The way they run meetings, the way they do things is so unique, but I think what's also interesting in what you said is you read a book and it inspired you to think differently about something you knew about, but never really got into the process of. I think that's so valuable for all of us to realize that not everybody can get to a conference every year, but there's so much access to information, podcasts like this one, like other ones, books. There's so many great resources out there that we need to make sure we're taking time to like refresh our brains and renew ideas and not just assume that we know what things mean when there's new ideas out there all the time.

**HARDY:** You're exactly right, Beth, and that's why resources like this very podcast are so important so you're able to multitask on the treadmill or maybe that morning commute or evening commute and hear some valuable, inspirational time.

**BETH:** What are you seeing sort of the trends of what's happening in collaboration at this point in time? I know I'm hearing some different things. I actually coincidentally had dinner last night with my freshman college roommate from a very long time ago, and she is the director of a nonprofit Montessori school and what she was just telling me about a grant that she previously received independently and that the granting organization has now changed their





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

whole business model and has put together basically a cohort, an educational cohort for people to bring them together to create greater impact through working on projects together. I saw that, and I thought I can't believe I'm actually recording tomorrow about the idea of collaboration because it's interesting to see that this movement, this idea of collaboration seems to be going beyond us individual nonprofits saying hey, who else can we work with, when it's starting to come from the grant-making bodies saying we're only gonna support this behavior. That starts to say to me that maybe there's a deeper trend, maybe there's a deeper idea and a bigger picture that we should all really be paying attention to.

**HARDY:** Well, I believe you're right. A number of granting agencies are changing; MacArthur Foundation is a good example of some of the major organizations are totally changing their whole approach on how they dish out the money and how they also hold organizations accountable. So one of the things is there's a way to help motivate the nonprofit sector, they're making the suggestion. OK, well everything we do is gonna be based on how well you collaborate. So it's kind of like enforcing seat belt laws by the federal government. We take away your money if you don't follow the rules. So, yes, that is important and there's so many issues that do face the nonprofit sector and pretty much can be capsulized by saying the need is escalating dramatically. Regardless of the cause, the need is escalating dramatically and resources, including finances is dwindling and recent news headlines would indicate that a good bit of money that has been available in the past, there's a very large possibility that a tremendous amount of funding that's been coming into the nonprofit sector to support so many good causes may not be available. So collaboration is the time and here is absolutely great to really be creating an emphasis on this topic and focusing on the how to because the benefits of collaboration help organizations with similarities of cause and similarities of purpose and cause helps them overcome the very same problems that they share together.

**BETH:** That's a perfect way to put it. I was just actually teaching, I teach for the





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

Association of Fundraising Professionals, I teach the marketing segment of our local principles of fundraising course, and we were talking on Monday night just recently about this and about these changes and about what's happening and one of the things that we were talking about was this idea of vision, of vision statements. Many organizations have mission statements, and they often talk very tactically about how you do what you do, but a vision statement really talks about the future and about what the world will look like when the problem that you're there to solve has been solved. When I think about that conversation and this conversation together, I feel like there's sort of this trend of like if we're thinking about the vision, about really actually having an impact on solving a problem, that giving \$1,000 to a small nonprofit is a Band-aid. That's never gonna get that problem solved and by maybe shifting our thinking, either individually or under pressure of grant funding, to think about how as a group we can work on getting to that vision together. I think that can only be good for society.

**HARDY:** Well, I would certainly agree with you and as also a member of AFP, we both probably have run across or heard Simone Joyaux and that I just had a chance to visit and spend some time with her just a few weeks ago and what a delight. I certainly appreciate her contrary important view and she really takes a lot of personal pride I think in being sort of disruptive and again, collaboration is a, the need to collaborate is probably greater now than ever before and there are so many again issues, but being specific. Look at donor retention, for example. Across the sector, that just doesn't seem to be getting any better, and organizations are losing more first-time donors than they're taking in. So is that sustainable?

**BETH:** No.

**HARDY:** There are so many issues that face the nonprofit world, and I just spoke to our local AFP chapter here in Florida and my topic was, "Are nonprofit best practices stupid?"





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

**BETH:** That's a great title!

**HARDY:** Just let that sink in for awhile, but we tend to have the same challenges across the sector and we tend, we've all been to the conferences and we've read all the same books and programs and we tend to follow and subscribe to the same solutions and we get the same disappointing results. Well, again, collaboration helps vet out the issues that are the real causes and helps vet out the opportunities for creating solutions. So that's what this particular article about collaboration was all about, and hopefully it's helping stimulate the discussion and follow-up action for the nonprofit sector.

**BETH:** Perfect. So let's get into that sort of follow-up action. I always like to make sure we get into some of the details and specifics of things. There's internal and external collaboration. I want to start with internal, and I know that many organizations are too small to even necessarily feel that this is important, but it truly is. When I was an employee of an organization, I remember looking around and feeling like everybody's chair was sitting on a square couple of feet of turf that they would defend with their life and you better not step onto that turf without being invited. So in organizations where people are working you know at the same organization or if maybe they're in a large organization, I see this very much with different departments and the heads of different departments, often the marketing department and the development department hate each other or just are constantly at war. Why is it so hard? What goes wrong inside organizations with collaboration?

**HARDY:** Wow, Beth, so if we can answer that today ...

**BETH:** Go!

**HARDY:** This podcast could become the greatest listened-to podcast in the history of podcasting.

**BETH:** Well, gosh. Thanks!





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

**HARDY:** But we're gonna try. I think, let's try to make this as simple as possible. I think number one is consider, the human element has to be considered and realities. We all have egos, we all have feelings, we all have our own way of doing things, and then you put us into a group of people, and this is the second point, that we may not know, we may not especially trust or have reasons to trust or have potentially reasons to mistrust. Hopefully not, but that does happen. So working with people even though your paycheck is coming from the same organization, we may be in the same building, you're working for the same cause, it doesn't mean you even know each other. Maybe there's a passing acquaintance in the hallways. So the human element, so before you can not to jump ahead here, but before you can get into a collaborative process, people just need to know each other and be able to respect each other and have an understanding of what each of the individual organizational aspects of the nonprofit, how they relate to achieving the mission. It is rather strange that development professionals and marketing professionals seem to have some kind of a wall between them. Development professionals understand it's all about who, them. The person that they're trying to cultivate, the donor. So they're talking and their correspondence and communications, it's all about you. So how many yous do you have? You know that exercise when you circle the number of yous in your ask. Well with the marketing people, it's all about me. So those are in direct conflict with each other. I just recently heard about, from a very frustrated development director who could not get permission to send out her correspondence until the marketing department went through it. They Xed out all the yous and put in mes and uses and ours. They're just completely undermining each other. I have a feeling this happens on a very frequent basis.

**BETH:** It really does and it seems to me like there's this set up that sort of, it often seems like one department is the boss and the other department has to follow through and when you say things like, "I can't send something out until the marketing department looks at it," to me, I'm a marketer. I'm not actually in fundraising. I come to this from the marketing side of things. I think yeah, that's great because not everybody in the development sides understands





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

organizational voice or branding or tone or messaging and I think that that's an important value, that marketing can contribute to the fundraising side. The problem is that sometimes organizations and groups seem to be structured so that it only goes one way because there's just as much the marketing department needs to learn from the fundraising side, but when one sides ears are closed and said, "You know what, the powers that be have said that we're the ones that are the top dog. It's just do it our way and no questions asked." That seems to be where the problem is. They're not listening to each other.

**HARDY:** Yes, and again, they're both being evaluated in their respective silos if you will.

**BETH:** That's a good point.

**HARDY:** And they're not being evaluated in the same way. So to get started, again understanding the human element in all of this, I've worked to achieve a certification and personality differences and personality characteristics and one of the things that I learned that's so important is in the interaction. You already have a wall that you've got to get over, around, under, over, through or something just because of the different departments, but understanding individuals involved goes a long, long way. So who is that other person? Do a little bit of work. So if you're a development person, maybe study up on your marketing counterpart person and get to know them a little bit just like you would a potential donor. Does that make sense?

**BETH:** Yeah, it does make sense.

**HARDY:** Do your homework and cultivate relationships. So from a marketing and donor situation, that would be a suggested way to get started. It would apply the same I think with other areas and that's an individual situation.

**BETH:** I like that. It's funny because a lot times people will talk, like you were talking about the personality profiling and tests which I think are incredibly





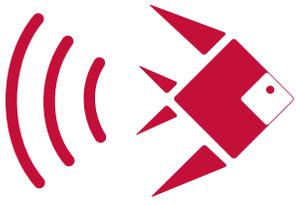
# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

valuable. I know I've had relationships in my life where now I've done my Myers-Briggs. That's the process that I understand really well and since I understand that model, you know, it's been a lot easier for me to see OK, this person isn't doing this to annoy me. It's just how they are and I have a choice to be annoyed by it or figure out how do I work with that style as opposed to just going home and complaining and not ever actually moving things forward and making it better. I think that can be really helpful, but sometimes learning that whole personality profiling thing seems to corporate, it seems like it's hard for people to sometimes take the time to do it even though I would agree with you that it's incredibly valuable, but even the most simple way to do it is to think about in no way different than if you were at school with your kids and you met a new parent or if you were at church or wherever your new activities are. What do you do to get to know somebody and to try and find some commonality? It's that feeling of when your phone rings, you answer it and it's a number that you don't recognize, how do you show up on that phone call until the moment that person says, "I know your mother, and she suggested I call you because of whatever," and instantly that wall goes down once you've built even the tiniest, tiniest bit of common connection.

**HARDY:** Well, if it kind of works to use the donor/marketer situation as kind of a working example for our conversation, I'll continue to kind of refer to that if that helps, but if you know you're that development person and you have a task and that task, you being successful involves an interaction with that marketing department, then what about anticipate that situation coming about and why would you anticipate it, because it does every single time that you're supposed to be fulfilling your job. So work in advance. Is there a way to reach out and not patronize or in a condescending way, but is there a way to recognize someone for an achievement that they've done? Wow, your marketing campaign was absolutely the best our university has seen, the best our hospital has had, the best our nonprofit has ever done. You really knocked the socks off on this one. How did you select those pictures and the colors and everything? Again, you're in the cultivation business as a development professional. Well then, use those





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

talents and skills to reach out to that other person and find a way to open that door. It's the same thing. Part of the personalities that you deal with know when the service delivery professionals of a nonprofit organization are having a challenge interacting with the administrative professions and I've seen this before whether it was just a tremendous disconnect between the two silos on who believes which one of the other is the most important and central. Well, the truth is, they both are, however, the disconnect is so large it was actually threatening the success of the organization. Just take time to understand what the other person is going through and it's OK. I've got mounds and mounds of paperwork to submit. The regulatory deadline is coming up. If we don't get these filed in time, we lose our license, our grant funding goes away. You know, whatever. Take time to appreciate that. Conversely, take time to appreciate, how many in the nonprofit sector are out dealing literally with life or death situations. So you're an administrative person and you're gonna come beat me up over an expense report and I've just come from dealing with a situation involving an infant and the situation wasn't a very positive situation and the outcome was not good. So now you're gonna come jump on me for an administrative function and I've just had to deal with the death of a baby. So you know, understand, both of you understand each others' worlds and from a department standpoint just department to department. So breaking down the barriers, identify the barriers that may exist and then what's the commonality here that we're trying to achieve. Then once you get that, then I think you can and understanding the human element, then you're ready to institute some other, the how to on how to collaborate successfully.

**BETH:** Perfect. So now let's flip it around and talk about external collaboration. That's also an interesting and maybe somewhat similar and somewhat different. I'm very curious on your perspective on the idea of how can people bring organizations together to support a common goal.

**HARDY:** Well, by what a challenge and probably now more than ever before there is so much pressure, especially on the funding for nonprofits and again, the need





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

is growing out of the roof like crazy and funding is just shrinking and shrinking and so many organizations are really competitors and they're offering essentially the same services to the same group of people who are benefiting. In the future, that just isn't gonna work. So somebody is gonna organizationally, someone is gonna survive. Maybe someone will survive, but what if they both don't and they just can't get it together themselves, find a common ground and figure out what turf needs to be given away, eliminate, and how they can work together, but is the end result is that the organization that we're trying to protect? No. It's the client who is being served. Right. The individual who is being served. So what's in their best interest?

**BETH:** How are you seeing people get past that? How do people find that? It's just like on a completely different scale, I remember just recently hearing about Comcast and Verizon working together on a project, and I thought, "Seriously, aren't they the two biggest competitors for cable, wireless, broad band type services?" Maybe not everywhere in the country, but here in Philadelphia, which is like Comcast headquarters, absolutely. I always wonder, what does it take for like what you said, two organizations that maybe they're two organizations that are breast cancer organizations or whatever it is that they perceive themselves as direct competitors occupying the same space, looking for the same donors, looking for the same money. As a brander at heart, I truly believe that no two organizations are exactly the same and if they really are, then maybe you're right. Maybe they both shouldn't exist, but I would think that that would create a tremendous amount of fear and, what's the word, over-protectiveness or sort of circling the wagon feeling from an organization. How do people get past that? Self preservation, that's the word I'm looking for. How do people kind of get past that and look beyond the idea that they built this organization or they work for this organization and their goal is to keep their organization intact and looking like the thought leader and the authority when this idea of if we don't work together we might not survive shows up?

**HARDY:** Beth, I think it's so important to understand again back to the human





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

element as a part of the solution equation here. How do most of us feel about change?

**BETH:** Yeah, that's a good one!

**HARDY:** As humans, we really get very apprehensive. I mean just when my cable company tells me the channels involved, it just freaks me out. When I'm at the grocery store and the peas are on a different aisle, I can't deal with that. It's hard, but we're all like that. So the human element is so important here. I think it's important in the case you had outlined. Number one, it may not be individuals. There need to be champions for change within each organization, but perhaps an outside facilitator who has experience in mergers or acquisitions or co-leadership sharing, facilitating those kind of things should be brought in as an outside resource because it's kind of a neutral ground so to speak and I think the second thing is to start small. Have a vision of where you want to go, but start small, find common areas when you're talking about relationships here, that's what collaboration is really all about. It's not about just working together and sharing office space. It's having a relationship with an individual or one organization having a relationship with another organization. What are some of the keys for a successful long-term relationship? Trust is gonna be right there at the top of the list. This is one of the great, great points in Ed Catmull's book "Creativity, Inc." He said the number one thing is you have to have a safe environment established so the best ideas can be exchanged without a fear of failure and then without a fear of the opinions of others being taken as a personal attack. So it's, if I'm thinking you and I should be collaborating, it's not about me telling you, Beth, how to change your behavior, how you should be acting or if we're in a relationship, it's about me changing, too. Right. So the same thing, whether individuals or organizations, have a facilitated relationship, start small, establish a safe environment and then make sure that individuals aren't taking the opinions of others as a personal attack. One of the things too is if two organizations or two departments are setting up a collaborative effort, take a look at who you're inviting to participate because not everyone has the personality that you





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

need, positive, constructive, creative, personality. So find the best fit for the collaborative team that you want.

**BETH:** I like that, and I really think it's interesting how you talked about where to start and to start small. So the most conflict situation is when you have two organizations that perceive that they occupy the exact same space. In the business world we've seen this all the time, people that I know that form business partnerships and the two partners are doing, they're like both heads of companies doing the exact same thing and they like the same part of the business. So you've got two people that run organizations and they're both salespeople, but when they come together, it's like explosive and these partnerships often break pretty quickly because they both want to be doing the same thing. Sometimes the things that we've seen work best with friends and different people I know run businesses when they come together and one person says, "Oh my gosh, I'm so ready to get rid of the sales. You do that. I really love making sure that the machines get fixed." So we're just gonna own different parts of it. So bringing together that maybe don't want to do the same thing begin to practice this idea of collaboration. A good one to listen to, I did a podcast awhile back with Greg Cook from the Zoo Miami Foundation. It was [episode 112](#) and they are a zoo so they're creating an exhibit, but they're in south Miami. They're in Miami, which you can't get much further south than that and they're by the Everglades and they wanted to do an Everglades exhibit and so what they did is they partnered with other Everglades-focused organizations in the south Florida area that all have different areas of expertise on what's happening in the Everglades. That then helped them form their process and it seemed like it might be just more of a visitor attraction and ended up becoming as it's moving along a very scholarly, in-depth, focused project that the zoo is really, really proud of. It's been interesting to see that they brought a zoo and the Everglades Foundation are very different types of organizations, but there's aspects of tourism, aspects of education, aspects of science in each of them that they were able to come together on and I think that was one of my favorite stories that I've heard so far on how collaboration is working among different organizations.





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

**HARDY:** Yes, and part of the fun thing about the creativeness that can be a tremendous benefit is when you include in your collaborative effort, earlier we were talking about the development professionals and the marketing professionals, but there may be others in the organization, completely unrelated departments who could have some very good ideas and solve some important challenges that maybe the forest and the trees haven't been able to figure out. So just a totally fresh perspective.

**BETH:** That's such a good point. We have a vice president here, Ellen, who works with us is not a designer. She didn't come from a creative background at all, but she's been with me for 15 years and she has a really good perspective, and it's taken me quite awhile to learn to not just say, "No, this isn't for you to give feedback on because you're not a creative," that having somebody with that comes from a different background has been incredibly valuable to the work that we do and to learn to say, "Yes, and," to bring different people in and be open to different people's perspective. It's really hard, but the benefit that I've seen come out of it has been absolutely huge. You said something else when we were first planning this talk that I thought was really, really interesting and I want to make sure in our last few minutes here, I want to make sure we get the time to talk about it. You talked about the fact that there's a difference between working together and really collaborating. Can you talk a little bit about what that means?

**HARDY:** Yes, and I believe, Beth, that working together is OK. You come in in the morning at the same time and you go to lunch at about the same time. You may or may not share lunchtime together and you leave at the end of the day and you're there occupying the same space together.

**BETH:** I call that parallel play, like little kids.

**HARDY:** But from a collaboration standpoint, you're totally immersed with another person and it may be for an hour or two a day, it may be an hour or two a week or a month or it may be continuous as long as the collaborative project is





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

under way. You may be part of a collaborative task force and that is the number one goal to be achieved, whatever the end result is, that you're looking for, but again, you're in a relationship with each other. It's one thing to say, "Well good morning," if you remember to. All Wile E. Coyote cartoon, when the sheepdog would watch the clock in the beginning of the morning and the coyote would punch the clock, and the sheep would punch the clock at the beginning of the cartoon day and they're chasing and fighting each other all day long and at the end of the day they're punching out. At the end of the day they've all done their job and go home, but that might be the work space sharing that you're doing, but the collaborative, you are working together, supporting each other, solving the common situation you've been tasked to deal with and one thing about collaboration is it doesn't mean that you're in 100 percent agreement with the other party. It also means that there's gonna be disagreements and you may want to encourage, as long as it's being channeled in a positive way, a good constructive disagreement is a means to an end is finding the solution that you're so desperately looking for. You're challenging and you're getting a little emotional in there, but it's disagreement that's purposed. It's not just arguing and yelling.

**BETH:** It does mean that people are engaged, which is always a good thing. You know, the word that always comes to mind, it's one of my favorite words and it's the word 'synergy', which I guess I love because the definition I first learned from and I think I learned it in a micro-biology class is where I first learned, really learned this word, about two things coming together to be more than the sum of their parts. When I think about collaboration and the benefit of it, I guess I would look at it how you were talking about the people working together. You can have two people working on something next to each other that at the end of finishing their project process, you're gonna be at a certain point, but if those two people put their efforts together, working together, the same amount of hours, the same amount of effort, but that the point you get to at the end is further along than you would have gotten to if those two people were just working independently, side by side on the same work without actually interacting with each other. To me, that sort of is the way I would picture the benefit of something like this.





# DRIVING PARTICIPATION

WITH BETH BRODOVSKY

**HARDY:** Yes, and one of the things that's so important, remember that human element part of all of this. It's so important to have the champions of the collaborative effort. The leadership of the organizations involved certainly need to have buy-in and the behavior, the modeling of the behavior that you want in the collaborative nature of things certainly needs to be on display.

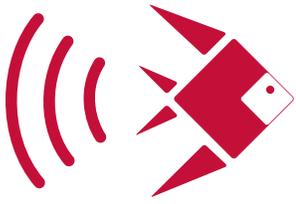
**BETH:** That's huge.

**HARDY:** The behavior that you want from a collaboration standpoint needs to be recognized and rewarded for letting those who are participating know that the results are recognized, they're appreciated, they're making great headway, they're finding solutions that are so desperately needed, but again, we're all humans and you have to remember that element.

**BETH:** That is fabulous! So as a final sort of closing question, I think you already touched on it, this idea of leadership buy-in. How do you create this culture? What are the things that support that? I know you just mentioned a few of them, but are there any other things that we should leave people with as far as saying, "Hey, if this is something that you would like to do in your organization, you would like to foster a feeling of collaboration," what can listeners do to create their culture?

**HARDY:** I think a couple of quick tips. How to's that would be beneficial, Beth, number one, identify what it is, not necessarily the end result, because the collaboration will create that end result, but what overall concept are you trying to improve something, trying to reduce something, an inefficiency or are you trying to create something. What is that overall statement that can provide some direction. Number two, what's the timeline for completing the collaborative task at hand? Then you move on to the next one. Identify the team of individuals, the right fit of individuals if you will who should be participating in this exercise. They do have to have a thick skin, they do have to be empathetic towards others, they do have to be positive, they should be creative, they should have a challenging





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WITH BETH BRODOVSKY

mind and these are all different types of professional disciplines that typically have these different backgrounds. They can debate and argue and discuss without it becoming a personal heated confrontation. So I think those are the biggest first steps that will help an organization. Again, as we said earlier, start small and build some success, a success foundation and then take a larger project or activities and go from there.

**BETH:** That is fabulous! Thank you so much for sharing all of you expertise with both me and our nonprofit community today. I so appreciate having you. If people wanted to know more, how can they get in touch with you?

**HARDY:** Beth, thank you. My website is HardySmith.com. That's fairly easy, H-a-r-d-y-Smith.com. My email is Hardy@HardySmith.com. My Twitter handle is HardySmith1, the numeral one, and also I do a lot of blogging for BoardSource, and you can follow the BoardSource blogs, BoardSource.org.

**BETH:** Thank you so much. I really appreciate you joining me today, and thanks everyone for listening, and we'll see you next time.

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