

Greater NY

Success and Impact



Greater NY was launched in response to the financial crisis of 2008 to support leaders of New York City human service and cultural institutions at a time of unprecedented stress and diminished resources. The initiative was conceived as a two-year project of the Bloomberg Mayor's Office and paired executives from the nonprofit and private sectors to meet one-on-one, an hour a month, to talk confidentially about management and leadership issues.

What began as a two-year project to support nonprofits has grown to be an independent 501c3 that has launched over 100 partnerships and is building the conditions and relationships to encourage cross-sector collaboration for a strong and equitable New York City.

This paper is a broad strokes description of how Greater NY measures success and impact. More detail can be found on Greater NY's website in the Impact & Innovations section under Conversations.

HOW WE MEASURE SUCCESS

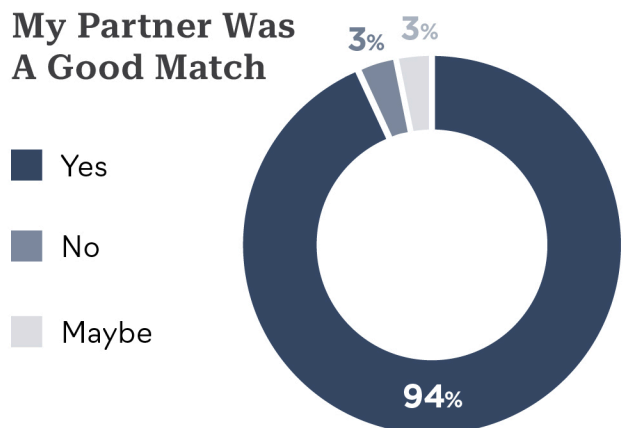
Greater NY thinks about success in four ways: 1) A good Greater NY match and participant satisfaction 2) Attainment of goals set at the beginning of the partnership 3) Strengthened leadership for both nonprofit and corporate partners and 4) Strengthened nonprofit organizations.

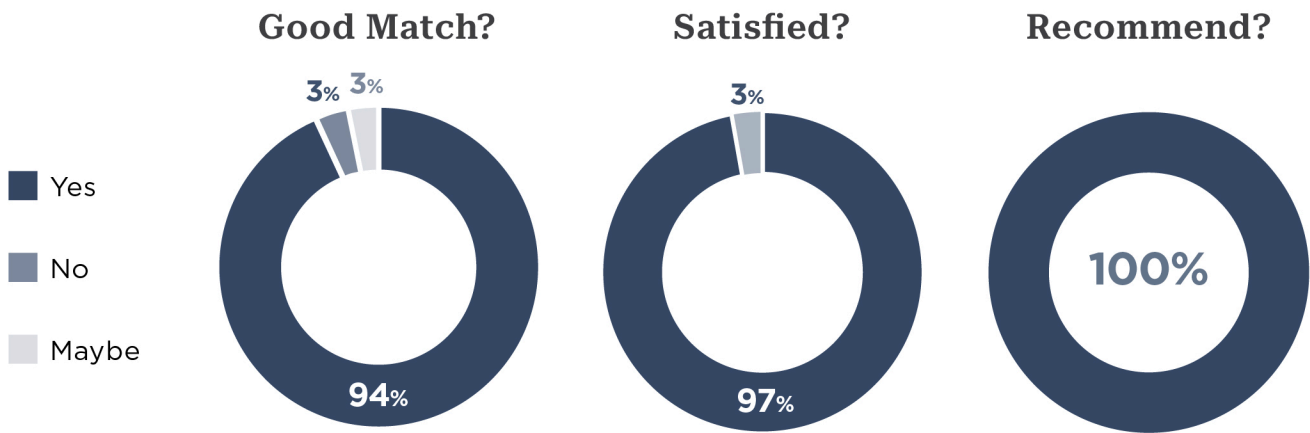
A GOOD MATCH AND SATISFACTION WITH THE GREATER NY EXPERIENCE

Across 100+ partnerships Greater NY has measured satisfaction with three questions: 'Was your Greater NY partner the right match?' 'Are you satisfied with your Greater NY experience?' and 'would you recommend Greater NY to colleagues?'

As a new initiative, this net promoter score approach was important to build the program. Over time, it has become clear that a good match is the cornerstone of Greater NY partnership success.

My Partner Was A Good Match



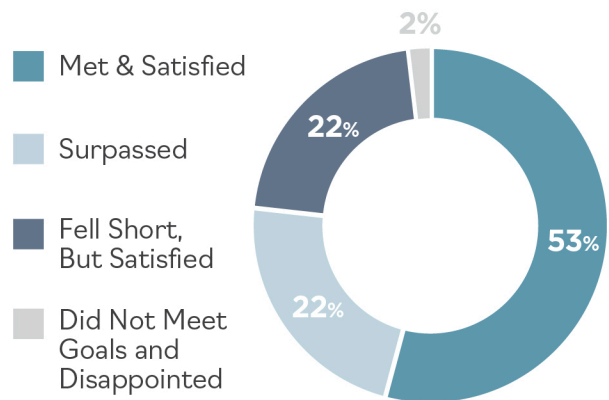


ATTAINING GOALS

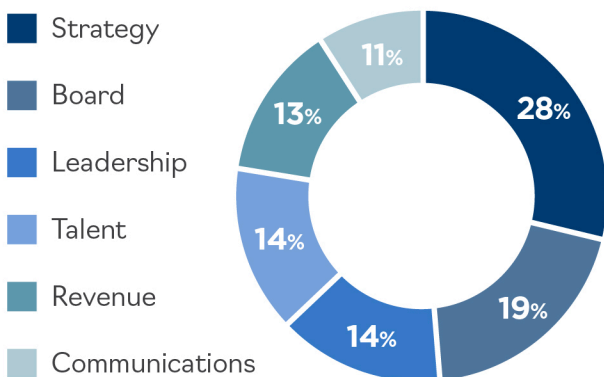
Each Greater NY partnership is asked to identify two to four issues that serve as a focus for their monthly conversations. These focus areas are identified as "goals." Focus areas are typically core management, leadership, and mission-related questions for the nonprofit.

Some partnerships identify clearly measurable goals such as: 'bring on the organizations first CFO in year one of Greater NY and manage the integration of CFO role in year two.' Others address the goal as a series of issues to unpack: 'discuss the Board, staff, financial implications of elevating the finance function to a strategic management position and whether this is the right moment to do so.' Over time, we have learned that partnerships are most effective when offered the latitude to frame the issues as the partners understand them.

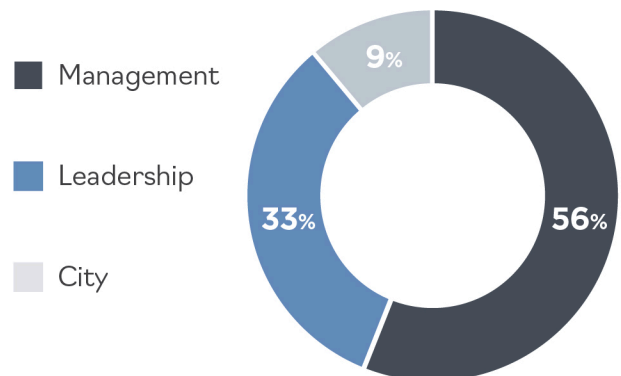
Greater NY Goal Attainment



Greater NY Goals: Focus Areas



Greater NY Goals: Broad Categories



Across 100+ partnerships, Greater NY goals fall into a few clear areas of executive responsibility: strategy, Board management, leadership style, talent, revenue, and communications. The larger, core issues Greater NY partnerships seek to address fall into three categories: Management (new business lines, executive team, merger, etc.); Leadership (organizational culture, change management, DEI, etc.); and City - where the work of the partnership has the potential for broader impact on the nonprofit sector or New York City (Medicaid business lines, new housing models, neighborhood stakeholder strategies, etc.)

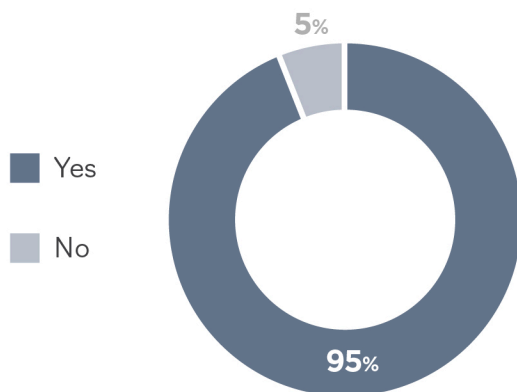
STRENGTHENING LEADERSHIP

Greater NY was originally launched to support New York City's nonprofit leaders. But over time we have seen that the impact on partners – corporate and nonprofit - is equal and reciprocal. Nonprofit partners say Greater NY strengthens their leadership through sustained, peer dialogue with someone outside their sector and network. Corporate partners say Greater NY makes them better leaders in both business and civic activities by exposing them to a sector driven by different priorities and constraints.

There are many programs that develop leadership. Greater NY is unique in its focus on cross-sector learning. What we hear, over and over, is that Greater NY partnership builds strength in external-facing relationships – ones where perspectives, patterns, and assumptions will be different. The Greater NY partnership operates as a place to consider and test alternative ways to approach issues. New ways of thinking are then deployed in other leadership relationships, in collaborations, negotiations and in community and stakeholder engagement.

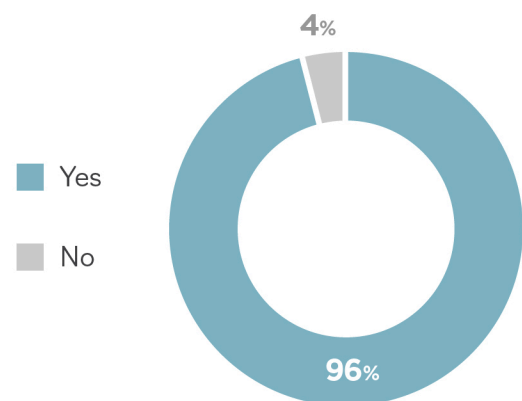
Nonprofit Partner:

Did Greater NY partnership strengthen your leadership skills overall?



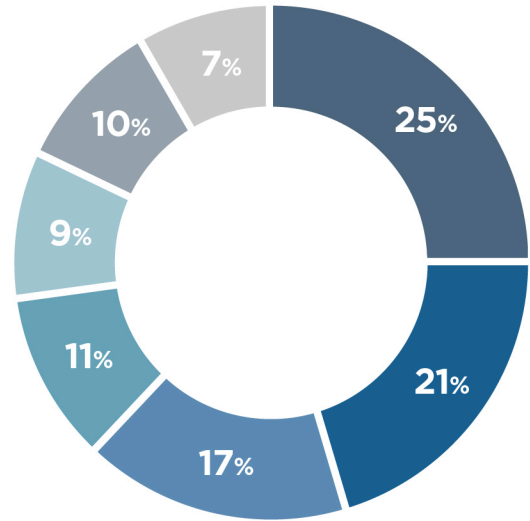
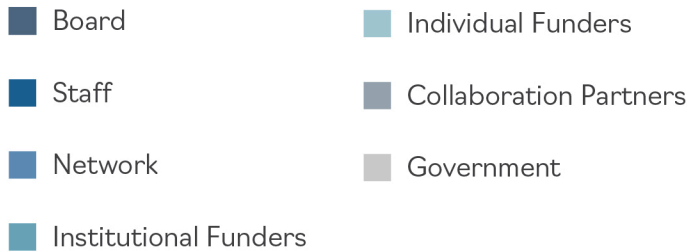
Corporate Partner:

Did Greater NY partnership strengthen your civic leadership?



Strengthened Nonprofit Leadership

Did Greater NY strengthen your leadership with key stakeholders in your organization’s mission?



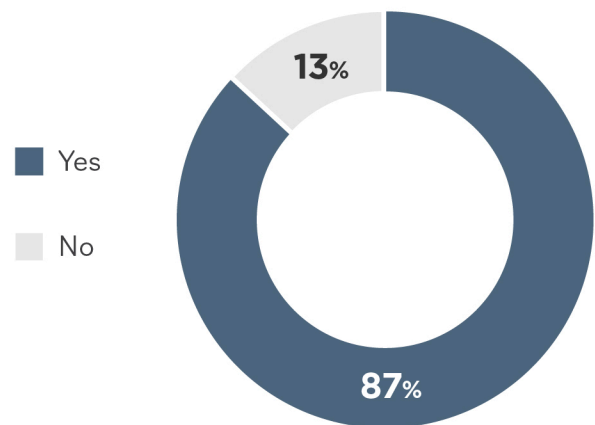
STRENGTHENING ORGANIZATIONS

Over 12 years our measurement of Greater NY’s impact on nonprofit organizations has shifted from looking for a discrete set of desired outcomes to embracing the range of possibilities that comes out of 100+ partnerships, each with self-defined goals.

Greater NY partnerships have led to a variety of outcomes including mergers and collaborations, new business lines, strengthened management teams, new housing development, sighting new charter schools, Board transformations, and executive transitions – to name just a few.

Greater NY partnership is always just one factor in the outcomes described above. Nonprofits have many stakeholders and taskmasters – funders, Boards, staff, communities. No nonprofit outcome happens without all of these working together. What Greater NY partnership often offers to the mix is a catalytic idea, or support when the CEO is second-guessing, or an outside perspective that resonates and secures buy-in. Impact on any nonprofit organization happens because of the coordinating role of the nonprofit leader. Leaders stand at the center of a network of relationships that need to be carefully managed. We hear, over and over, that the deep benefit of Greater NY partnership is an unbiased, seasoned ear and perspective on managing the relationships that must be coordinated to move an organization forward.

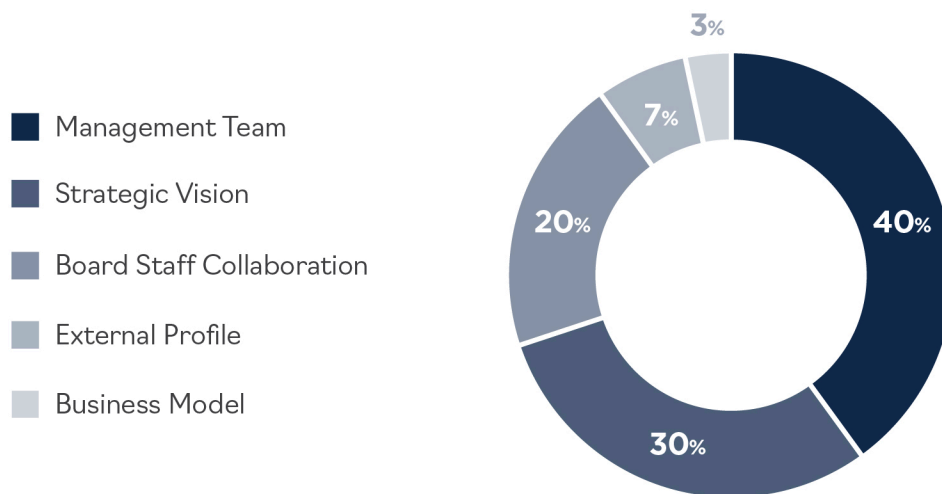
Has your Greater NY partnership had an impact on your organization?



Nonprofit leaders have identified five areas as the key places where Greater NY's executive-to-executive conversation and relationship management support has strengthened their organizations. These areas are: management team, strategic vision, Board-staff collaboration, external profile and business model.

Greater NY Impact on Nonprofit Organizations

In what area has your Greater NY partnership strengthened your organization?



CONCLUSION

We have evaluated Greater NY since its earliest years for three key reasons.

First - we have sought to bring discipline to a program that intentionally maintains flexibility and agency in its participants - each partnership is made up of unique pairs of leaders who together determine the unique questions and issues they will explore over a two-year period. Building an evaluation framework enabled us to capture diverse outcomes and to understand unifying impacts.

Second - we have sought to listen carefully and continuously improve so that we can build better partnerships from the beginning of their work together.

Third - in evaluating Greater NY we have sought to hold up a sense of possibility in what can be achieved when leaders across sectors set aside a modest amount of time each month to think together and work together.

In developing this evaluation we are indebted to all Greater NY partners who bring an extraordinary level of commitment and engagement to Greater NY and have generously taken the time to respond to our surveys and to share the impact of their Greater NY experiences with us.

More is on our website: www.greaterny.org/conversations/impact and innovations