

The Seven Faces of Partnership

What motivates individuals and the representatives of
community organizations to work in partnership
with federal agency managers?



**MANAGING BY NETWORK
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Origin of The Seven Faces of Partners

- The Seven Faces of Philanthropy, is a 1994 social science study conducted by Russ Alan Prince and Karen Maru File. In this study, Prince and File analyzed the motivations of individuals relative to their interest and support of nonprofit organizations. They categorized individuals into 7 distinct groups or faces.
- Each group was defined by the attitudes and beliefs that motivate individuals to act on behalf of and in support a nonprofit. The study defines the expectations of each group related to communication, involvement, decision-making, and recognition.
- In 2010, Managing by Network course participants adapted this study to characterize the 7 Faces of Partnerships who support public land stewardship.

What Are The Seven Faces of Partners



1. **Repayer:** Doing Good in Return
2. **Investor:** Doing Good is Good Business
3. **Socialite:** Doing Good is Fun
4. **Communitarian:** Doing Good Makes Sense
5. **Devout:** Doing Good is a Moral Obligation
6. **Altruist:** Doing Good Feels Right
7. **Dynast:** Doing Good Is a Family Tradition

The Repayer: Doing Good in Return



**REPAYERS TEND TO HAVE BEEN
CONSTITUENTS FIRST AND PARTNERS
SECOND. A TYPICAL REPAYER HAS
BENEFITTED FROM SOME INSTITUTION AND
NOW SUPPORTS THAT INSTITUTION FROM A
FEELING OF LOYALTY OR OBLIGATION.
REPAYERS BELIEVE THE WEALTHY HAVE A
SPECIAL RESPONSIBILITY TO GIVE.**

The Repayer: Doing Good in Return



- Insist on effectiveness—often based on their own experience
- Will give because good results will follow
- Want nonprofits (or public agency partnership) to focus on their constituents
- Have little need to be involved in operations of a nonprofit (or public agency partnership)
- Believe nonprofits are more helpful than government agencies
- Seldom rely on advisors because they feel they have a first hand knowledge
- Do not want individual attention and recognition
- Want their simple, uncluttered motives to be understood

Who among the organizations that you work with fits this description?

- Federal retirees
- Recreation users-- groups and individuals
- Scientists
- Permittees
- Volunteers

The Investor: Doing Good is Good Business



INVESTORS MAKE CONTRIBUTIONS BASED ON THE CAUSE AND GIVE EQUAL MERIT TO BOTH GOOD BUSINESS STRATEGY AND TAX BENEFITS. THEY APPLY THE SAME CAREFUL ANALYSIS TO NONPROFIT CONTRIBUTIONS AS THEY DO ANY INVESTMENT. INVESTORS TYPICALLY DONATE TO A WIDE RANGE OF NONPROFITS. INVESTORS ARE LOOKING FOR THE “WIN-WIN” SITUATION BASED ON MUTUALLY BENEFICIAL INTEREST. FINANCIAL BENEFITS ASSOCIATED WITH DONATING SETS THE PARAMETERS OF THEIR PHILANTHROPIC BEHAVIOR.

The Investor: Doing Good is Good Business



- Results oriented.
- Plan contributions to nonprofits (or public agency partnership) methodically—rigorous process for evaluating request.
- Nonprofits (or public agency partnership) must show that they are going to be effective.
- Evaluate tax advantages of a contribution.
- Expect nonprofits (or public agency partnership) to understand their business concerns.
- Want public and private acknowledgment attention.
- Do not feel morally obligated to give.
- Do not seek influence over use of funds because they do their homework upfront.

Who among the organizations that you work with fits this description?

- Cooperating Associations
- Contractors
- Land acquisition nonprofit groups such as The Nature Conservancy, The Trust for Public Land, The Conservation Fund

The Socialite: Doing Good is Fun



SOCIALITES FIND SOCIAL FUNCTIONS BENEFITTING NONPROFITS AN ESPECIALLY APPEALING WAY TO HELP MAKE A BETTER WORLD AND HAVE A GOOD TIME DOING IT. THEY ARE ESPECIALLY DRAWN TO EDUCATION AND THE ARTS. SOCIALITES SEEK OPPORTUNITIES TO CREATE FUND RAISING AND SOCIAL EVENTS TO BENEFIT NONPROFITS AND ARE LESS INTERESTED IN PARTICIPATING IN THE DAY TO DAY ACTIVITIES. THESE DONORS DEVELOP EXTENSIVE SOCIAL NETWORKS THAT WORK TOGETHER TO ACHIEVE GOALS. RELISH CREATING ENJOYABLE WAYS FOR OTHERS TO GIVE. FRIENDSHIPS ARE HIGHLY VALUED.

The Socialite: Doing Good is Fun



- Socialists give because they can direct their giving to places that government cannot reach
- Give because they are charitable at heart and happen to have money
- Believe the true way to look at philanthropy is by what it accomplishes
- Expect individual attention from the nonprofit (or public agency partnership)
- Focus on fundraising end result and pay attention to selection of a nonprofit (or public agency partnership) and have little need to be concerned with use of funds
- Desire formal recognition of their philanthropic activities

Who among the organizations that you work with fits this description?

- Social Youth Groups
- Volunteer Groups
- Recreation Groups
- Adult Social Organizations
- Friends Groups

The Communitarian Partner: Doing Good Makes Sense



COMMUNITARIANS BELIEVE ACTIVE COMMUNITY INVOLVEMENT MAKES GOOD SENSE IN THAT THEY HELP THEIR OWN COMMUNITY PROSPER BY SUPPORTING LOCAL CHARITIES. THEY ARE TYPICALLY LOCAL BUSINESS OWNERS WHO FIND THAT SERVICE ON BOARDS AND COMMITTEES OF LOCAL NONPROFITS CAN BE GOOD FOR BUSINESS BECAUSE OF THE RELATIONSHIPS THAT OFTEN DEVELOP IN SUCH SETTINGS. THEY BELIEVE NONPROFITS ARE MORE EFFECTIVE IN ADDRESSING PROBLEMS THAN FEDERAL, STATE OR LOCAL GOVERNMENT. THEY STAND OUT FOR THEIR SKEPTICISM OF GOVERNMENT SPONSORED PROGRAMS.

The Communitarian Partner: Doing Good Makes Sense



- Use advisors extensively in making decisions
- Want to influence how donations are used
- Want to be assured that the nonprofit (or public agency partnership) recognized why they are giving
- Expect nonprofits (or public agency partnership) to look out for their needs
- Want public acknowledgement

Who among the organizations that you work with fits this description?

- Friends Groups
- Local businesses associated with user groups

The Devout: Doing Good is a Moral Obligation



THE DEVOUT ARE MOTIVATED BY BELIEF AND THEIR PERSONAL PHILOSOPHY OF GOOD VERSUS EVIL. THEY DONATE THEIR TIME, TALENT AND TREASURE BECAUSE GIVING IS A MORAL OBLIGATION. THEY MAKE DECISIONS BASED ON TRUST AND ALIGN THEMSELVES WITH LIKE-MINDED INDIVIDUALS.

The Devout: Doing Good is a Moral Obligation



- Desire to have the nonprofit (or public agency partnership) reflect their values
- Do not typically rely on professional advisors
- Do not typically try to influence funds after making a gift but rely more on a relationship of trust with the nonprofit (or public agency partnership)

Who among the organizations that you work with fits this description?

- Environmental nonprofit groups
- Wilderness community
- Faith-based organizations
- Environmental grant-makers
- Native American Tribes

The Altruist: Doing Good Feels Right



ALTRUISTS GIVE OUT OF GENEROSITY AND EMPATHY TO URGENT CAUSES AND WHO MODESTLY WISH TO REMAIN ANONYMOUS. ALTRUISTS MAKE DECISIONS WITHOUT THE INPUT OF ADVISORS AND ARE USUALLY NOT INTERESTED IN ACTIVE ROLES IN THE NONPROFITS THEY SUPPORT. GIVE IN A SELFLESS MANNER—THE TRUE PHILANTHROPY. BELIEVE NONPROFITS ARE GENERALLY MORALLY SUPERIOR TO GOVERNMENT.

The Altruist: Doing Good Feels Right



- Selecting a nonprofit (or a public agency partnership) is a people process
- Act as individuals and not part of a social network
- Do not seek activate participation in the organization (or a public agency partnership)
- Are not concerned with formal recognition

Who among the organizations that you work with fits this description?

- Friends Groups
- Anonymous Donors in a community
- Docents

The Dynast: Doing Good Is a Family Tradition



DYNASTS GIVE BECAUSE OF A CAUSE THEIR FAMILY HAS ALWAYS STOOD FOR AND THEY BELIEVE IT IS EXPECTED OF THEM TO SUPPORT NONPROFITS. DYNASTS GIVE BECAUSE PHILANTHROPY IS PART OF THEIR SELF-CONCEPT. THEY BELIEVE PHILANTHROPY IS EVERYONE'S RESPONSIBILITY.

The Dynast: Doing Good Is a Family Tradition



- Likely to employ professional advisors
- Are touchy on the issue of tradition based on generational lines
- Expect nonprofits (or public agency partnership) to stay focused on their missions instead of catering to major donors.
- Defer to nonprofit (or public agency partnership) on day to day decisions.
- Not specifically interested in being honored for behavior they see as essential.
- Are interested in being involved in managerial aspects of the nonprofit (or public agency partnership), often interested in joining the board believing giving of time as important as money
- Methodical in selecting nonprofits (or public agency partnership) to support

Who among the organizations that you work with fits this description?

- Family Foundations
- County Government
- Long-term Permittees
- Federal agencies with resource management responsibilities
- Adjacent land owners

Effective Communication



THE FOLLOWING CHARTS REVEAL THE POSITIVE CONCEPTS THAT RESONATE WITH EACH GROUP AS DEFINED BY THE SEVEN FACES OF PHILANTHROPY.

Concepts that Resonate with Repayer and Communitarians



Personality	Image	Image
Repayers	Pay back	Supporting each other
	Grateful	Made a difference in my life
	Effectiveness	Doing good
	Social responsibility	Opportunity
Communitarians	Responsibility	Good for the community
	Service	Civic responsibility
	Fundraising	Leadership
	Accountability	Doing good
	Social responsibility	Effectiveness

Concepts that Resonate with Socialites and Altruist



Personality	Image	Image
Socialites	Special event	Serving the community
	Charity Functions	Leadership
	Fundraising	Doing good
	Supporting each other	Fellowship
Altruist	Self-fulfillment	Social responsibility
	Sense of purpose	Doing good
	Self-actualization	

Concepts that Resonate with Investors



Personality	Image	Image
Investors	Results	Efficiency
	Performance	Effectiveness
	Fiduciary	Well-managed
	Professional	Leadership
	Accountability	Opportunity
	Doing Good	

Concepts that Resonate with Dynasts and Devout



Personality	Image	Image
Dynasts	Family tradition	Supporting each other
	Responsibility	Family history
	Socially responsible	Doing good
Devout	God	Mission
	Duty	Doing good
	Service	Opportunity
	Sense of purpose	Good works
	Supporting each other	

The Power of Testimonials



100%	Dynast
98%	Socialite
95%	Investor
90%	Devout
85%	Repayer
80%	Communitarian
60%	Altruist

Percent of surveyed participants that say testimonials are important in influencing their behavior and interest in supporting a nonprofit.

Involving Partners in Meetings



- Do you consult partners on meetings related to:
 1. setting the date
 2. frequency
 3. Preferences
 4. location
 5. topics
 6. role
 7. agenda
 8. suggestions

Communicating with Partners



- How do you use your communication skills to involve partners:
 1. updates
 2. Information
 3. questioning
 4. ask for ideas
 5. ask opinions

Networking with Partners



- How do you ask your partners to connect you to their network of:
 1. Executives
 2. Experts
 3. Peers
 4. Advisors