

“Our ultimate objective in learning about anything is to try to create and develop a more just society than we have seen.”

-YURI KOCHIYAMA



Sustainable
Economies
Law Center

Rethinking Nonprofits

Aligning Equity and Justice with Your
Organizational Structure



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is a worker self-directed nonprofit!

Introductions

Your name

Your organization's name

If you have a preferred pronoun

What is a tension in your organization that led you to this training?

What Are We Solving For?

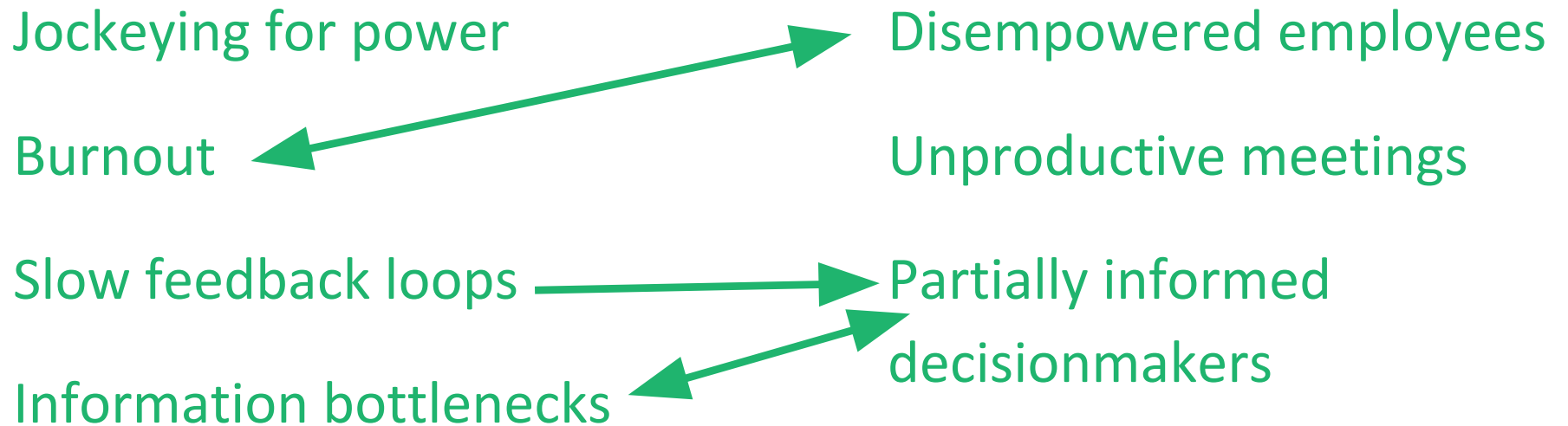


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Pg. 2 in your manual

Two Types of Tensions

(1) Efficiency and Effectiveness



Two Types of Tensions

(2) Values

“Expertise” reproduces inequalities

Empowerment for some requires powerlessness of others

Etiquette of “professionalism” dictates our behavior

Top-down power prevents transforming “isms”

Today's Agenda

Morning:

Intros and Issues

Culture and Values

Organizational Structures

Lunch

Afternoon:

Meetings and Decision Making

Compensation

Strategic Planning

Peer Reviews

Work Rhythms

Working with your Board

Next Steps

Culture and Values



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Pg. 4 in your manual

Defining Culture

Culture: The practices and values of a certain group.

Culture “organizes and is constituted by beliefs, norms, behaviors, and institutional practices.” (Howard Gadlin, *Conflict Resolution, Cultural Differences, and the Culture of Racism*)

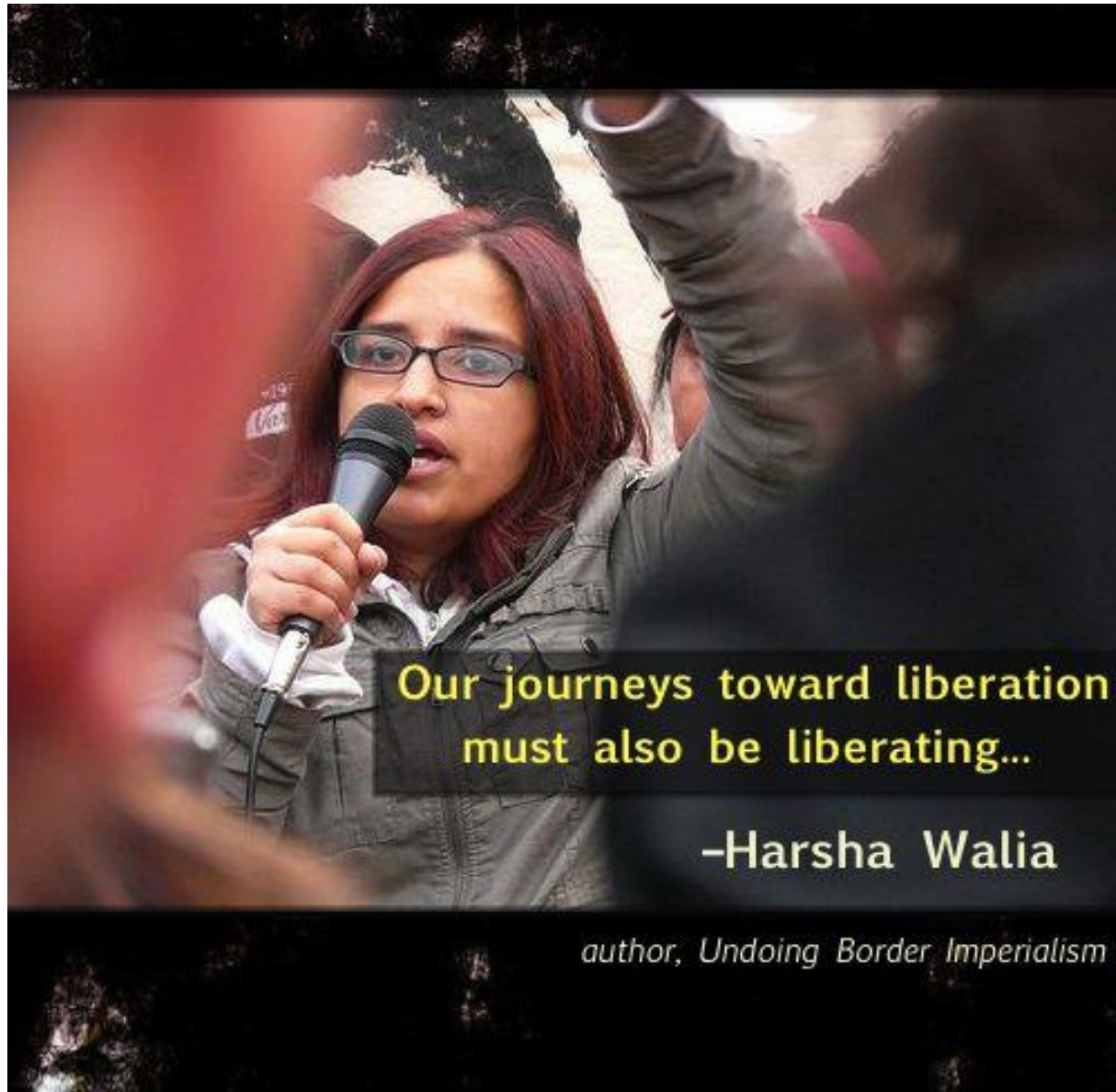


Photo credit: Buddhist
Peace Fellowship

Spectrogram!

Explore how culture impacts us as individuals

Practice emotional openness to deepen our understanding of what justice and equity require

Invite the wisdom of our bodies into the conversation

Spectrogram - 1/8

I feel a deep sense of purpose in my day to day activities

Spectrogram - 2/8

Cultural norms at the office are similar to those in other communities I'm a part of

Spectrogram - 3/8

It feels risky to express myself authentically during meetings

Spectrogram - 4/8

I have a sense of belonging at my organization

Take A Seat, have a chat

What is coming up for you?
Are there any questions you want to ask the
group?

Spectrogram - 5/8

Informal power dynamics (like those related to ability, race, gender, and class) substantially impact how people at my organization work together

Spectrogram - 6/8

Dissent, questioning, and expression of feelings like frustration, anger, and hurt have spaces to be heard

Spectrogram - 7/8

People at my organization have a shared understanding of what “justice” is

Spectrogram - 8/8

My organization is equitable

Debrief

What did you notice?

What are you curious about?

Was this the same as if we had just asked the questions sitting down?

Break

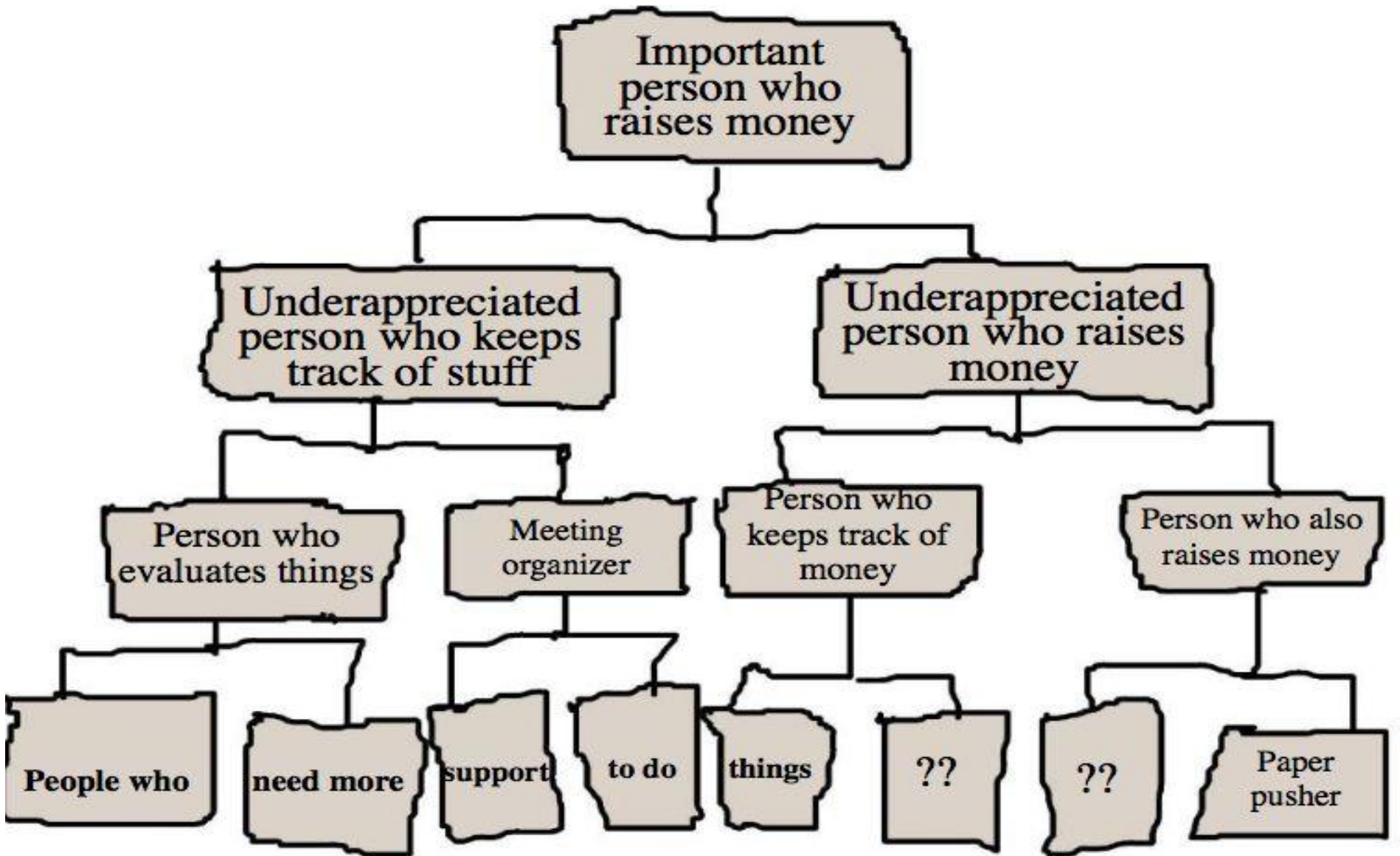


Many Centers of Power: Organizational Structures

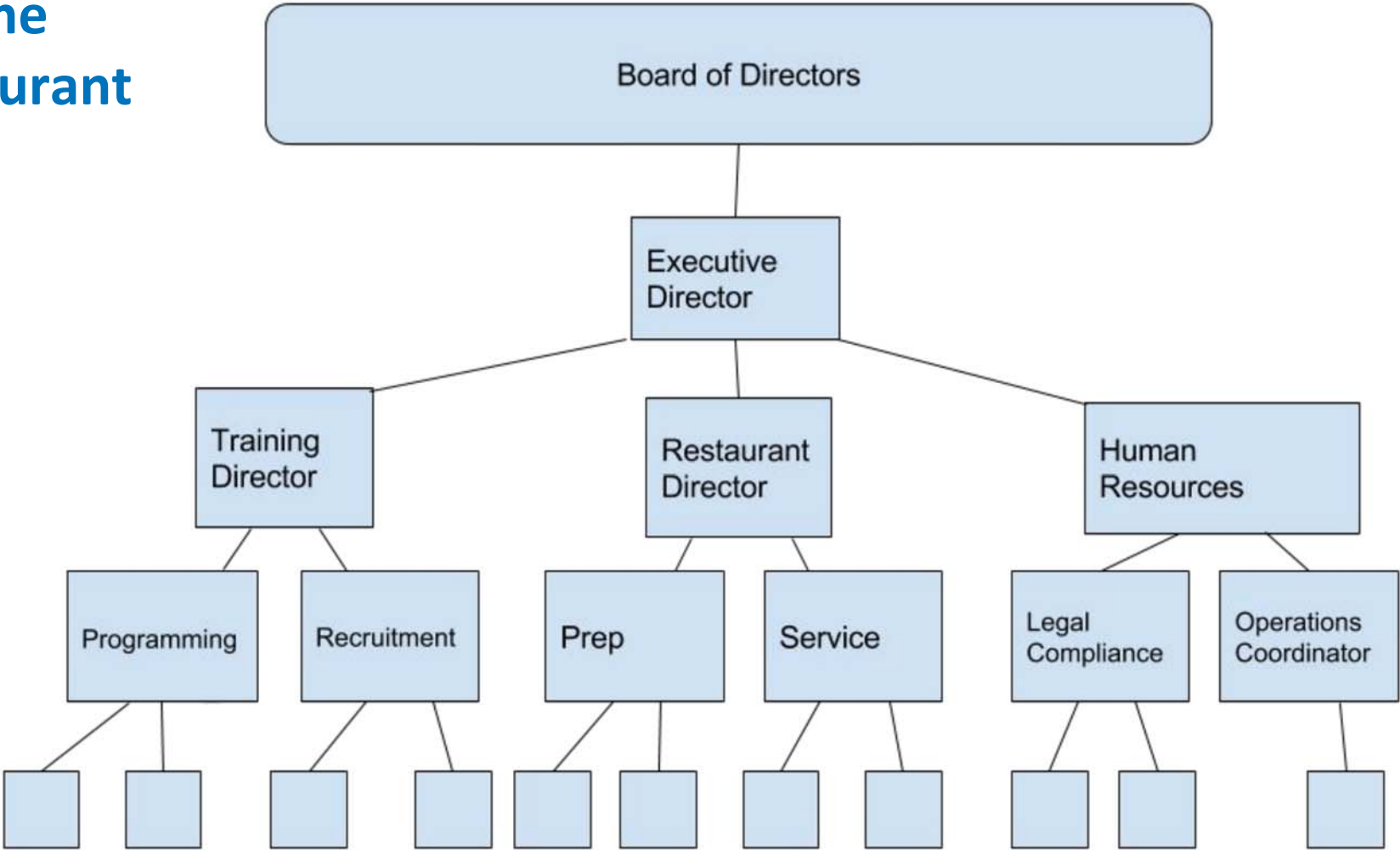


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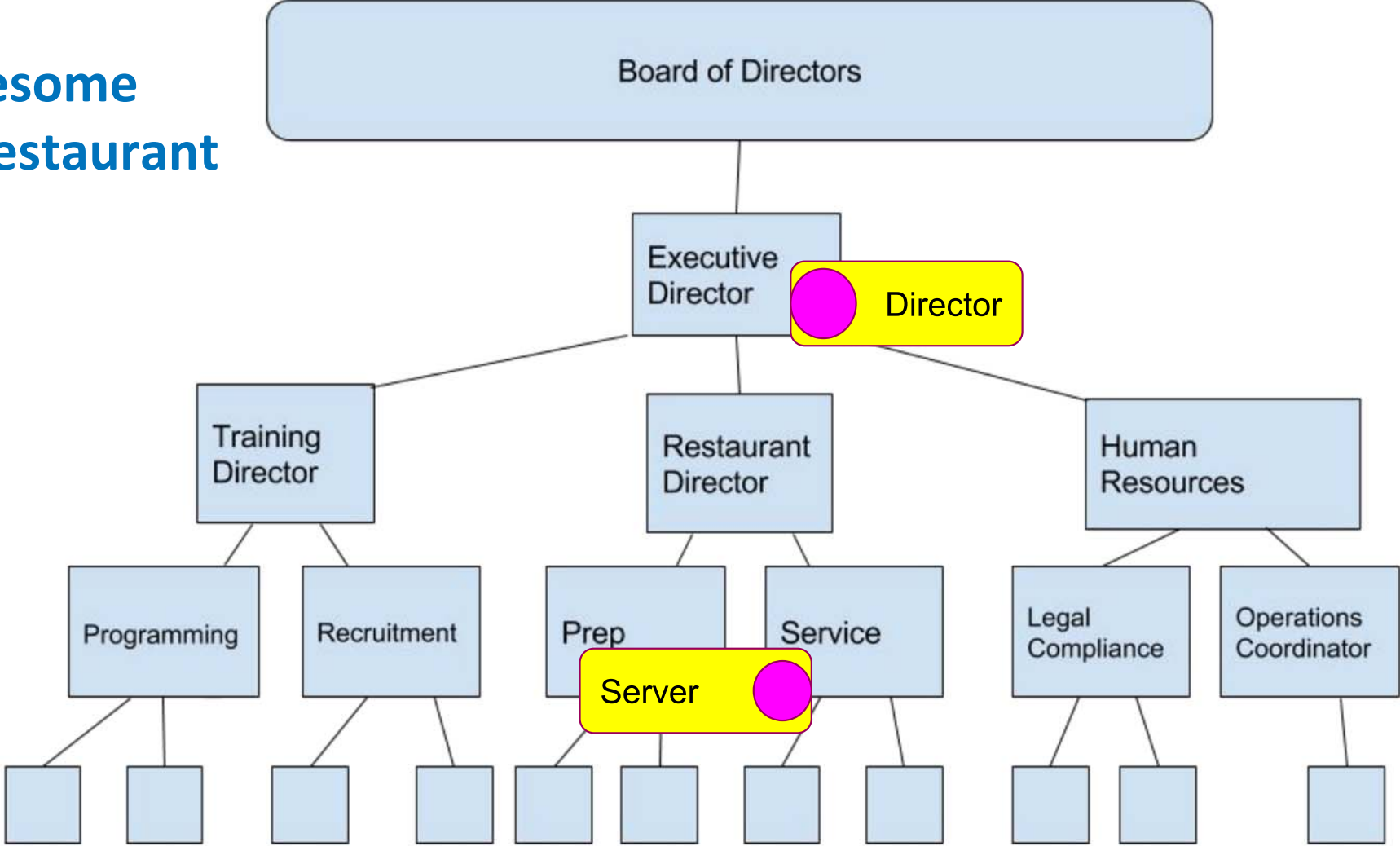
Pg. 6 in your
manual



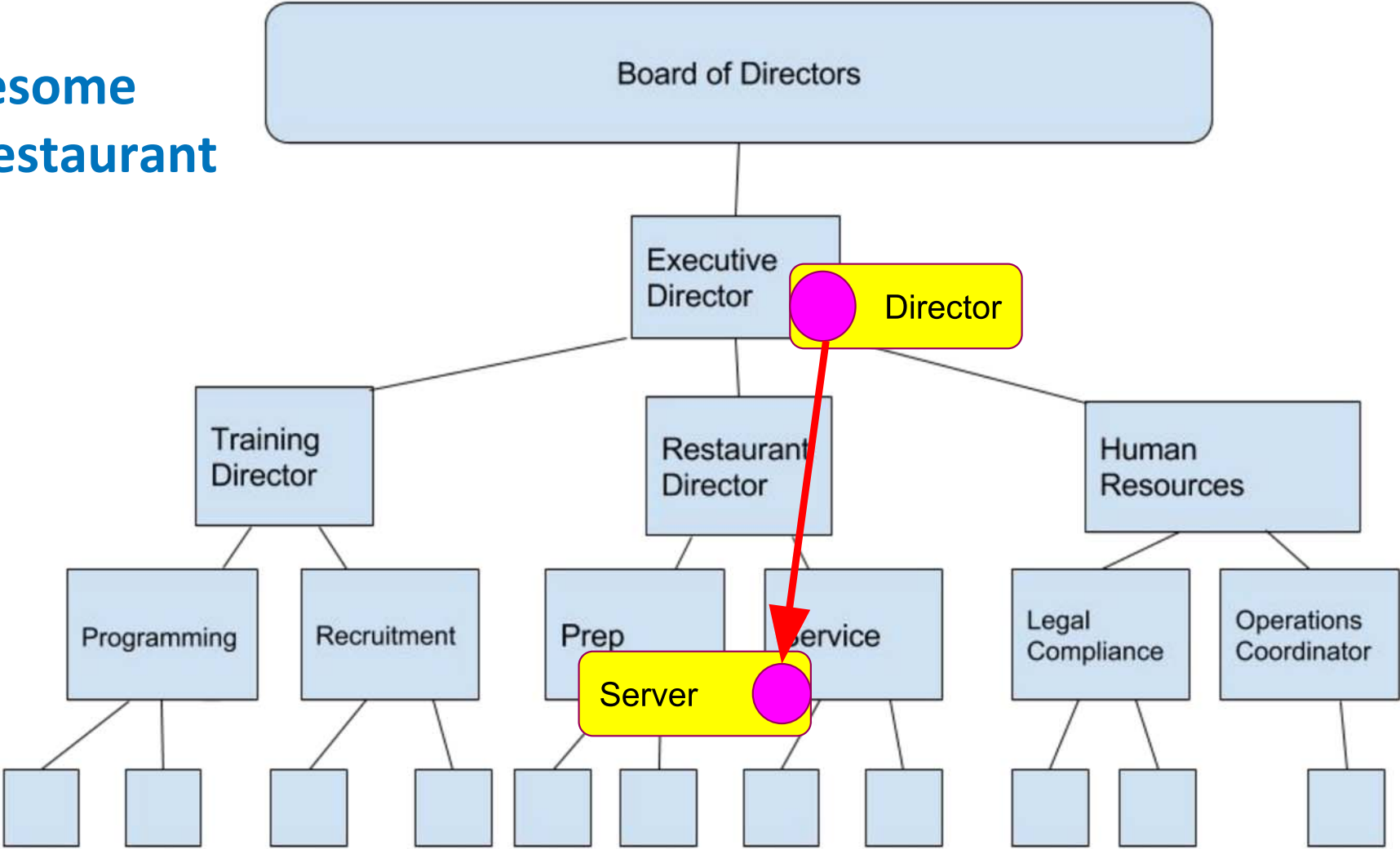
The Awesome Youth Restaurant



The Awesome Youth Restaurant



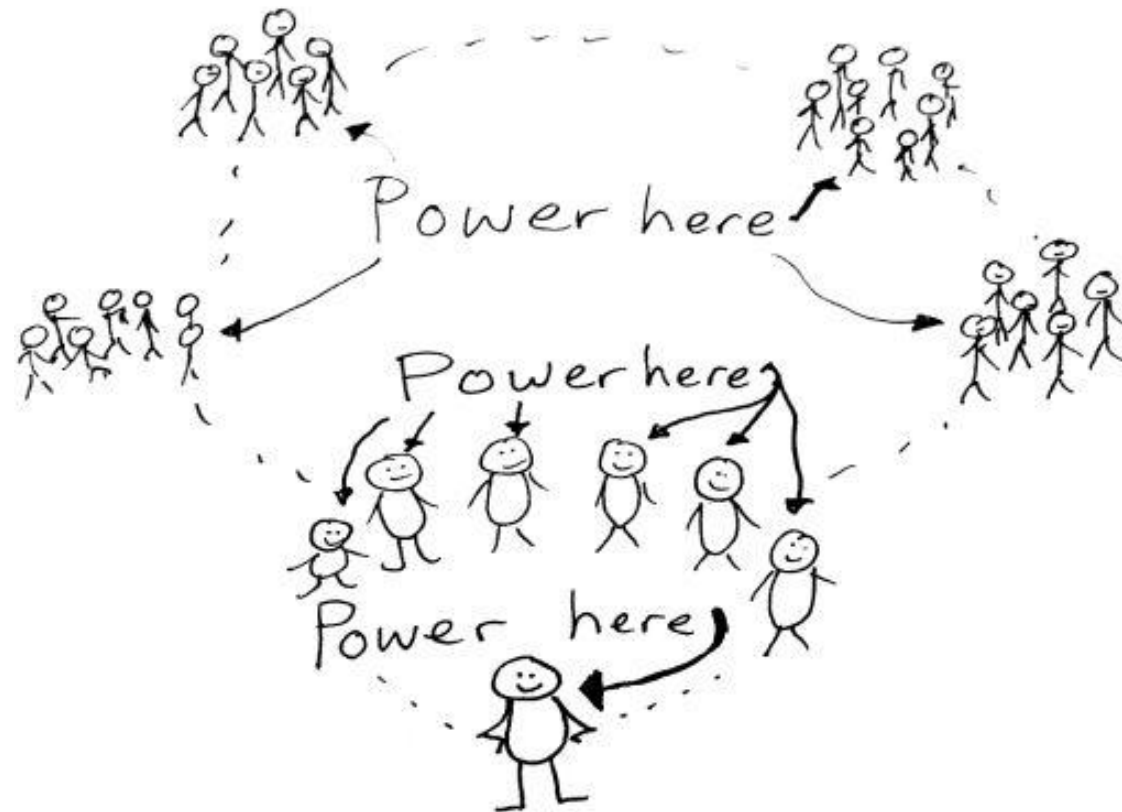
The Awesome Youth Restaurant



Decentralizing Power

Polycentricity

English-to-English
Translation:
Many Centers of
Power



Polycentricity is necessary to many of Elinor Ostrom's principles for the management of common pool resources



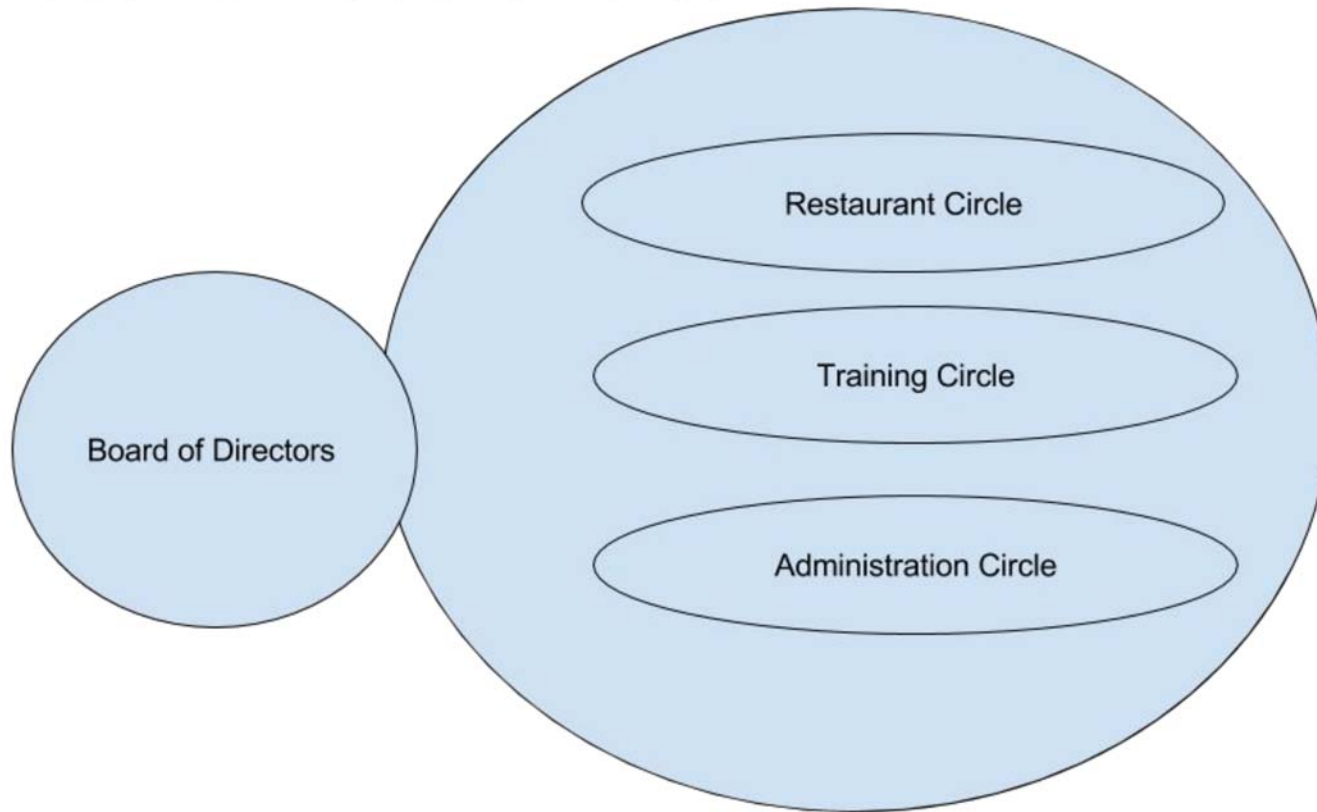
1. Clearly defined boundaries
2. **Rules** regarding the appropriation and provision of common resources that are **adapted to local conditions**;
3. **Participatory decision-making**
4. **Monitoring by people who are accountable to resource appropriators**
5. Graduated sanctions for exploitation of resources
6. Accessible **conflict resolution methods**
7. Recognition by the authorities of group autonomy and self-governance
8. For larger groups: **Multiple layers of nested enterprises** (to keep group sizes small)

Beware of the Tyranny of Structurelessness Rex



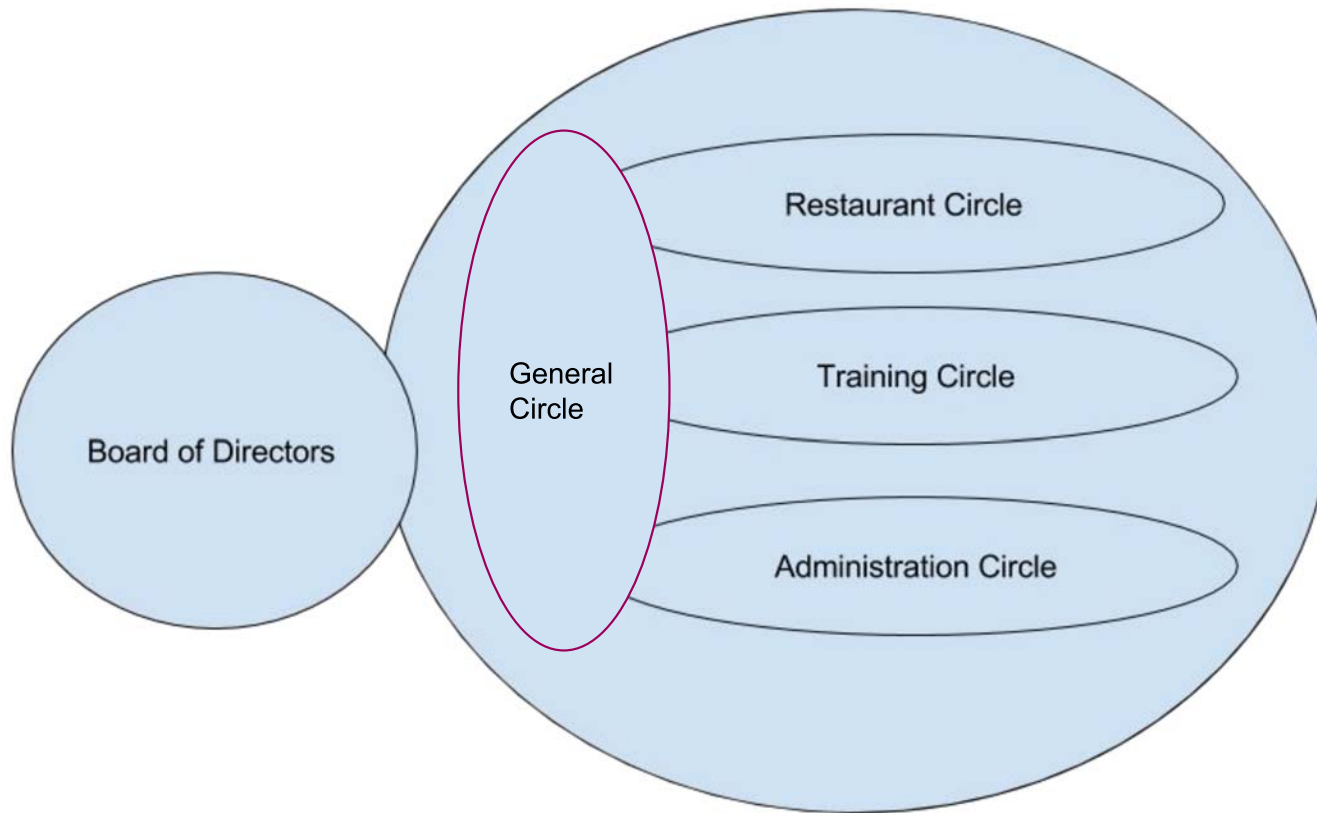
Semi-Autonomous Circles

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Youth Restaurant

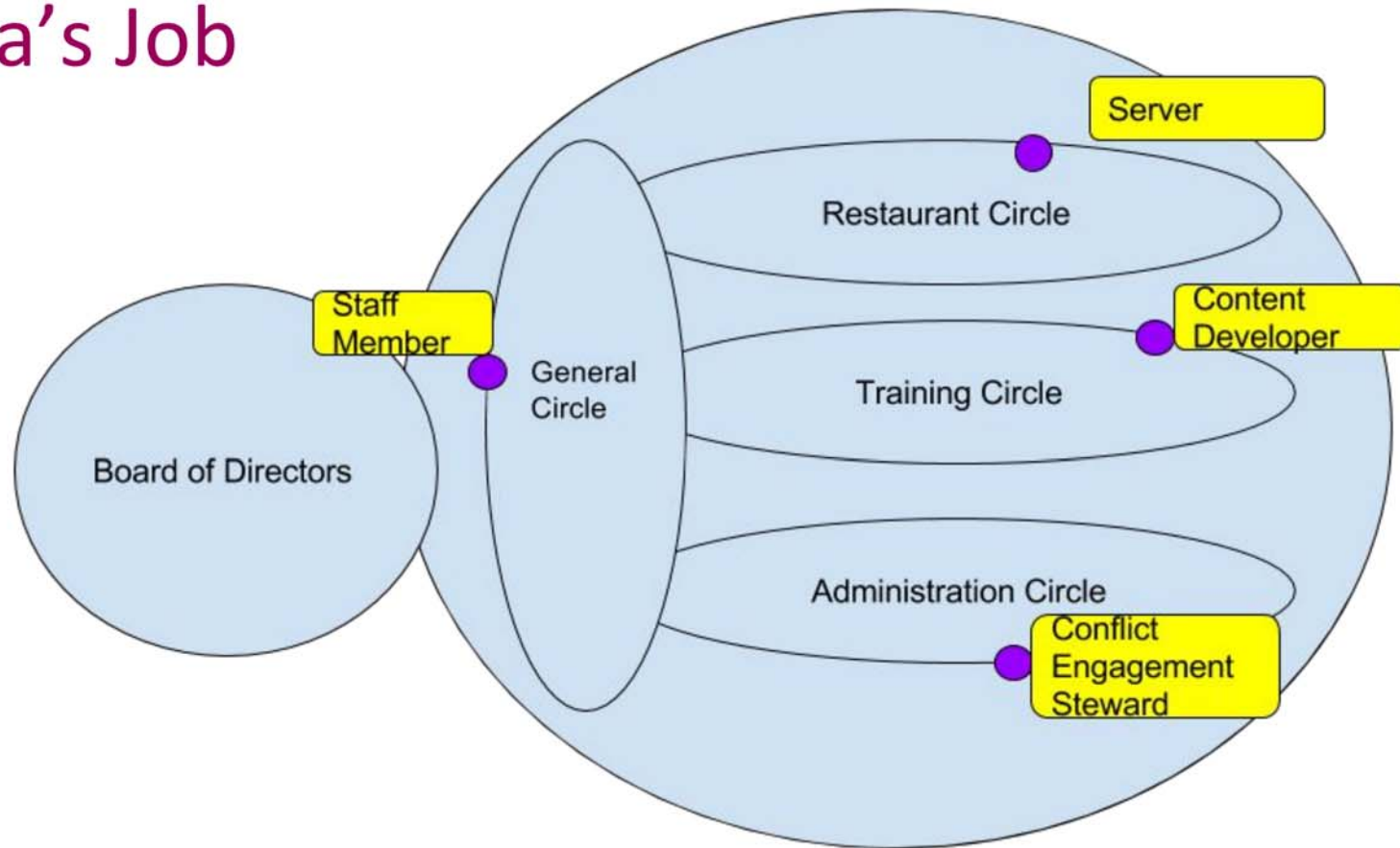


Inclusive Decision-making

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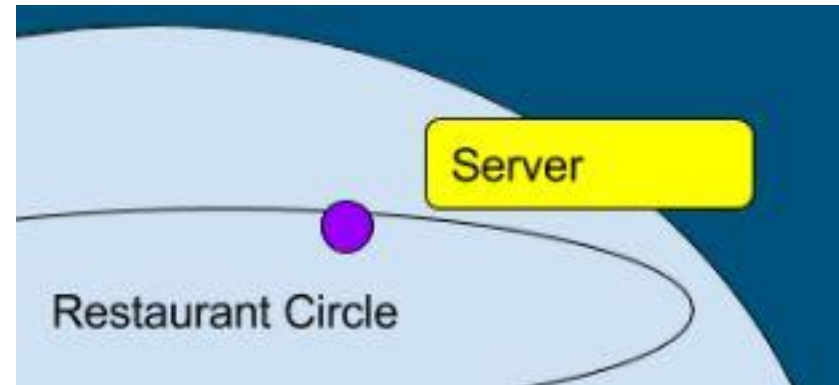


Sophia's Job



Inside a Role

The purpose of the server role is to provide customer service to guests while they are at their tables.

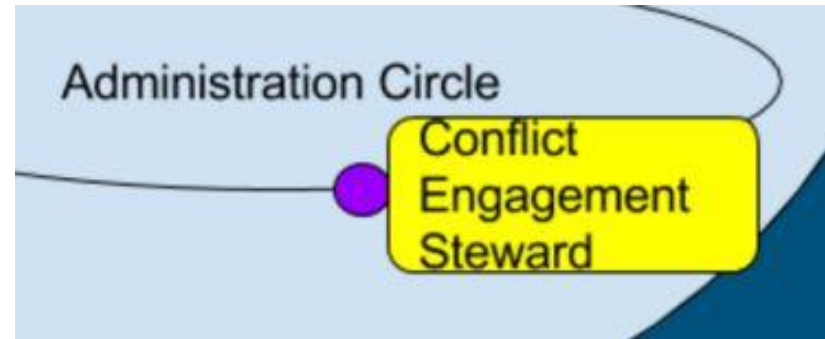


Responsibilities:

- Establish welcoming environment
- Take orders and relay them to kitchen
- Respond to guests requests

Inside a Role

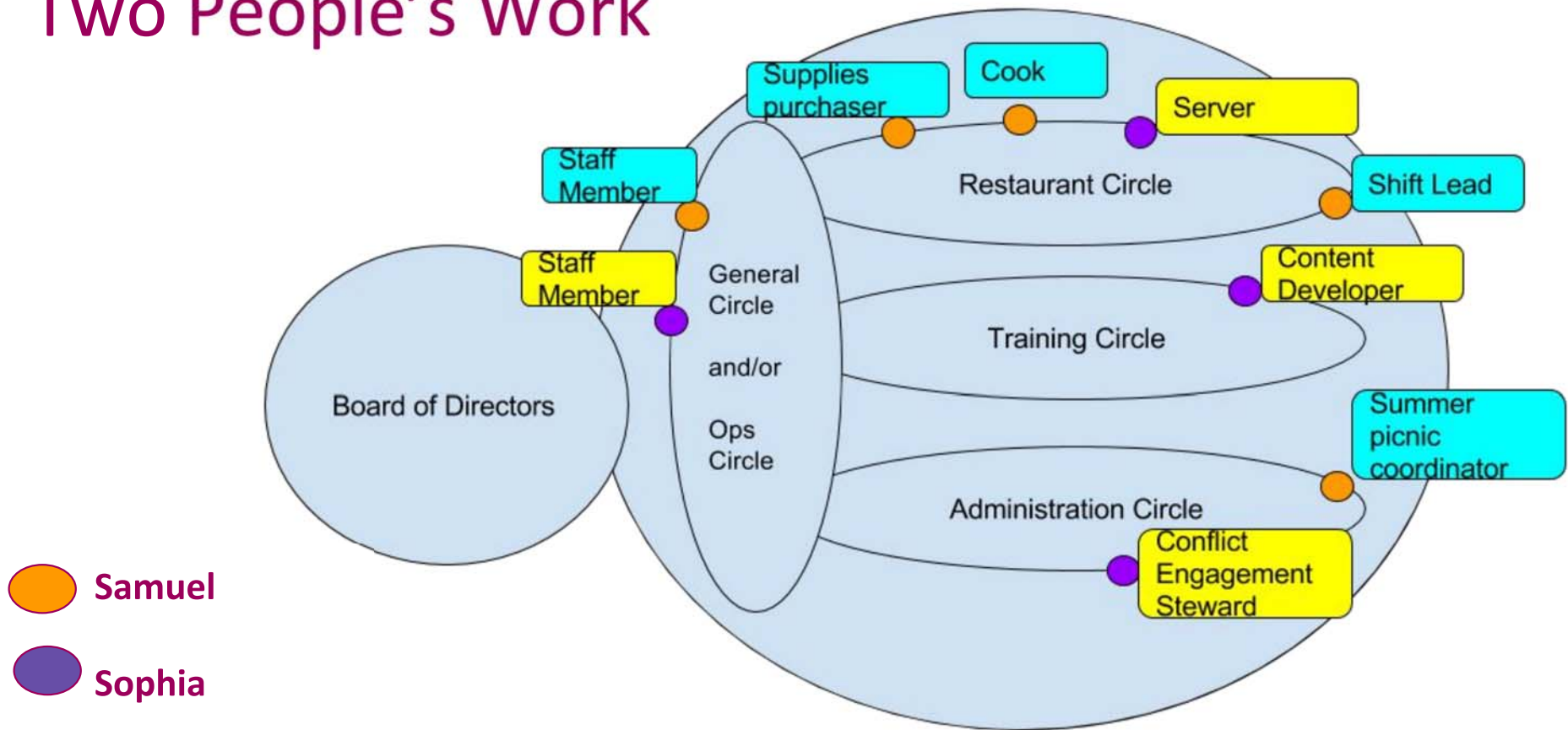
The purpose of the conflict engagement steward role is to help staff communicate effectively in challenging moments and create an environment where we can learn and grow from conflicts and disagreements.



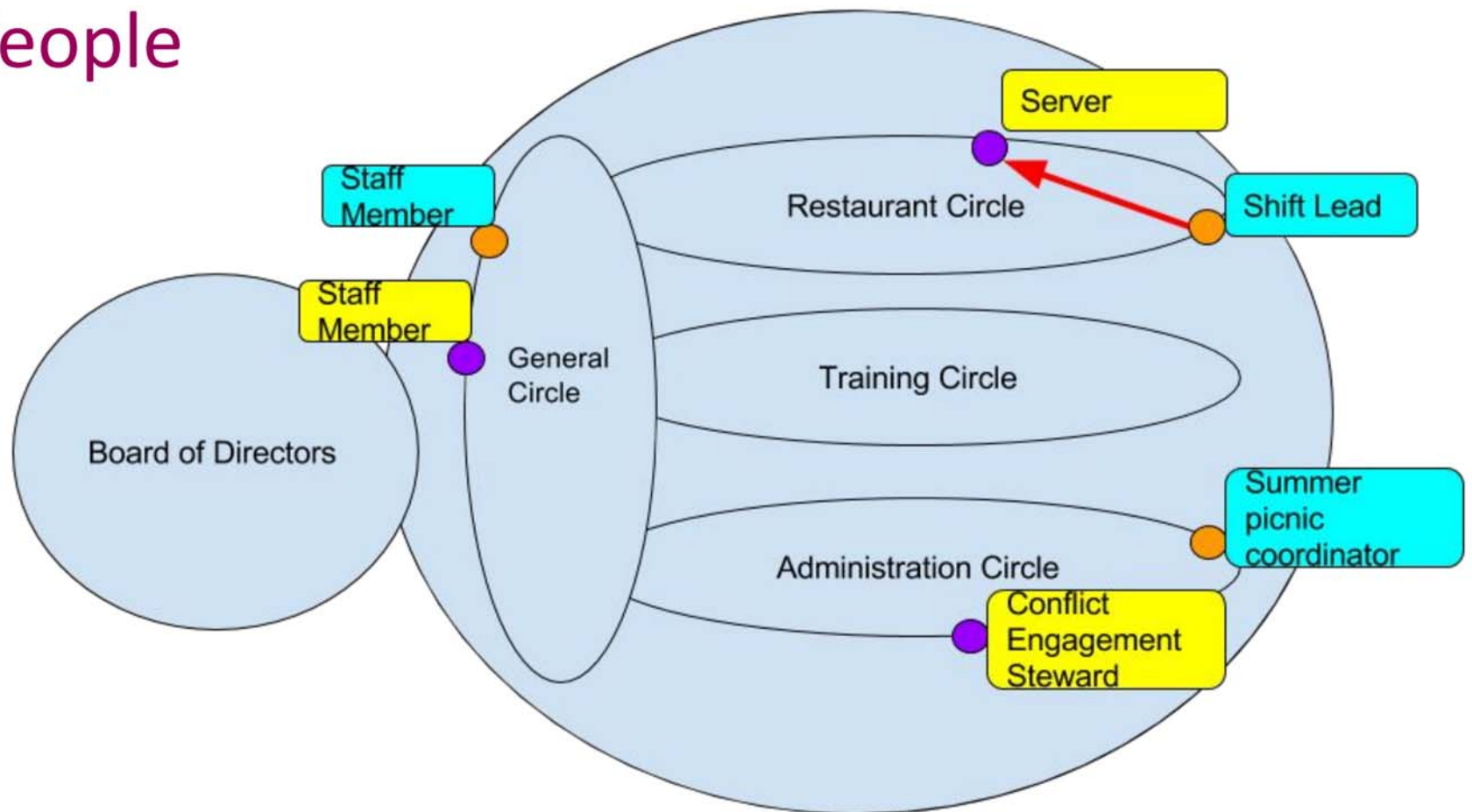
Responsibilities:

- Administer conflict engagement process
- Respond to requests for support from staff
- Plan one workshop per year

Two People's Work

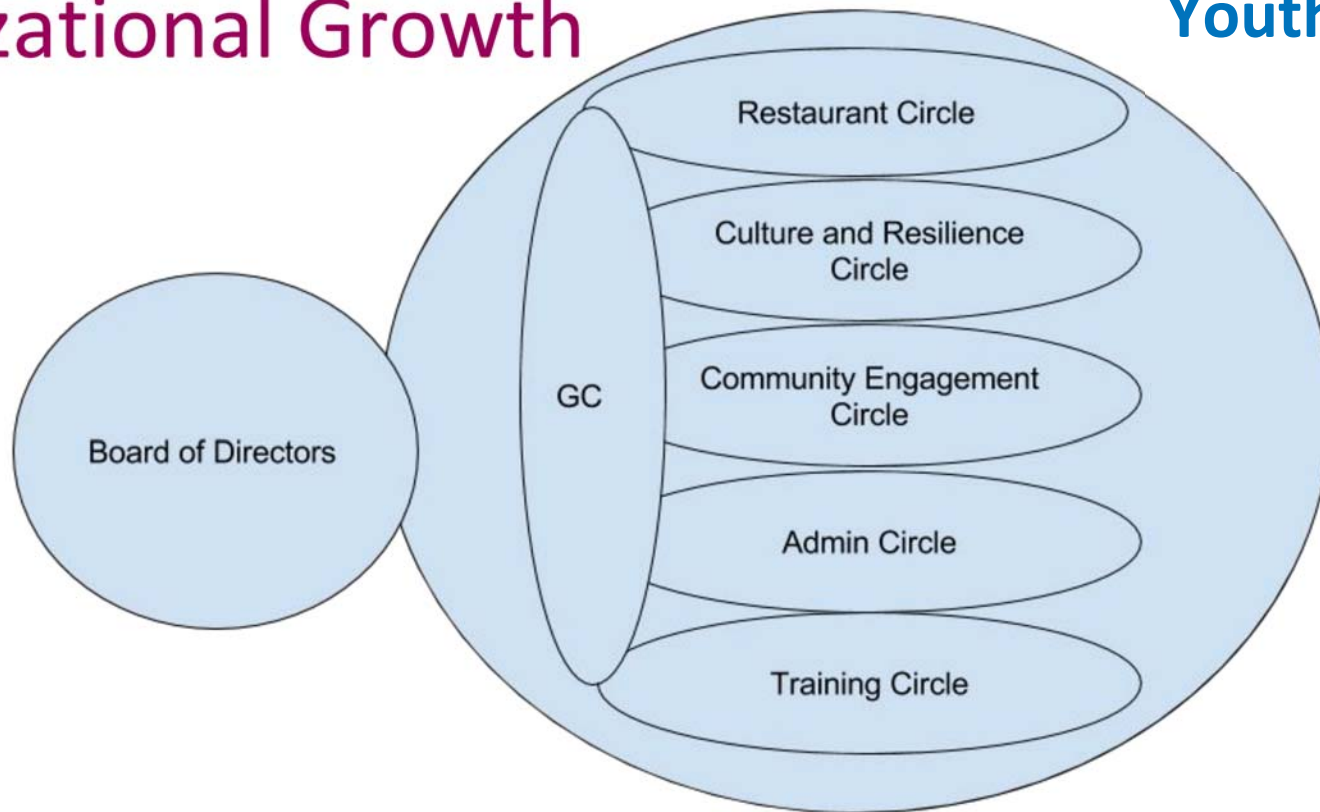


Hierarchy of Roles Not People



Organizational Growth

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i'm not sleeping

cataddictsanony-mouse



i'm just resting my eyes

www.facebook.com/cat.addicts



Sustainable Economies Law Center cultivates a new legal landscape that supports community resilience and grassroots economic empowerment. We provide essential legal tools - education, research, advice, and advocacy - so communities everywhere can develop their own sustainable sources of food, housing, energy, jobs, and other vital aspects of a thriving community.



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Organizational Chart

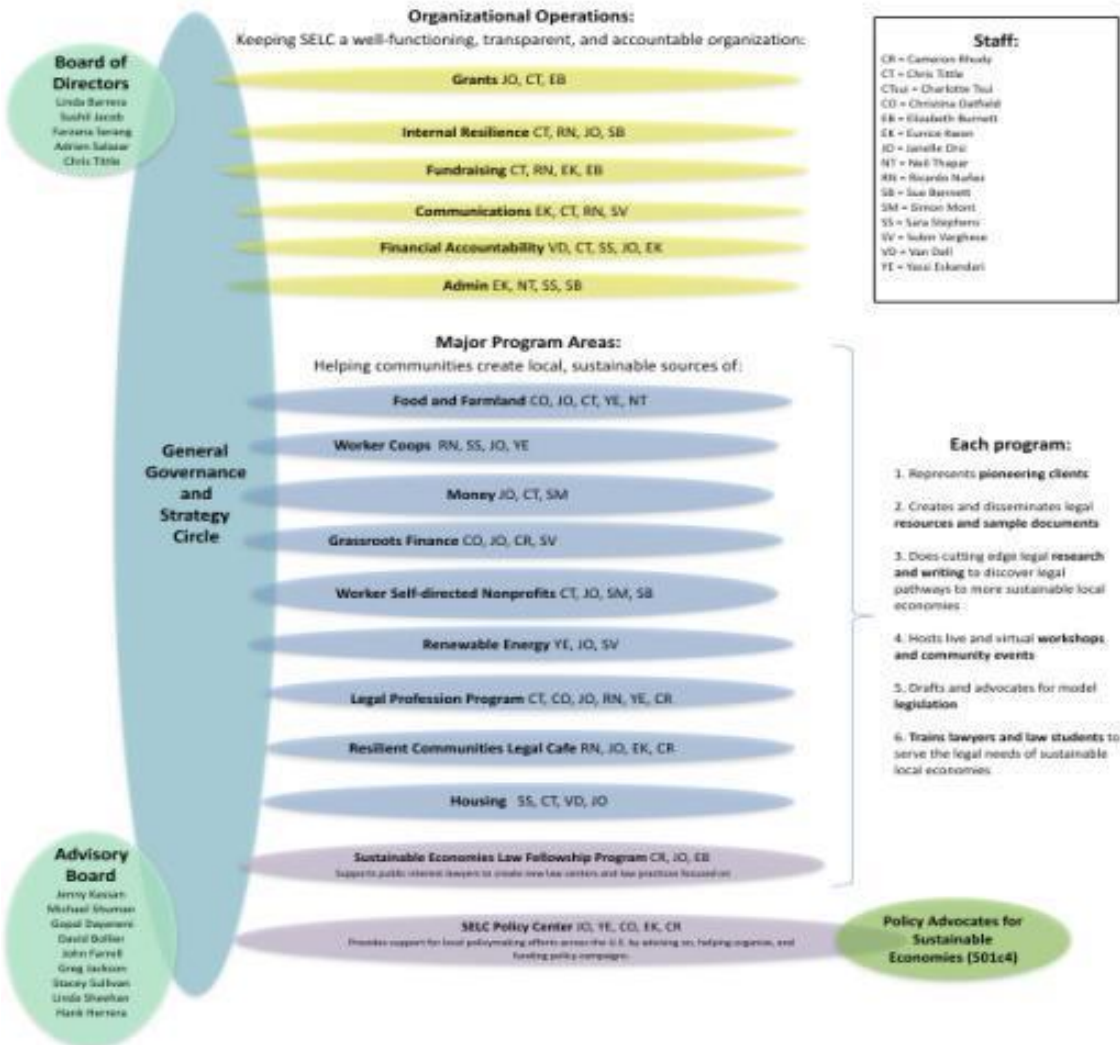


2013

Sustainable Economies Law Center



**Sustainable
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Law Center**



2017

Sustainable Economies Law Center



Sustainable Economies Law Center

Staff Representative

Board of Directors
Linda Herrera

Organizational Operations:
Keeping SELC a well-functioning, transparent, and accountable organization

- Grants JO, CT, EB
- Internal Resilience CT, RN, JO, SB
- Fundraising CT, RN, EK, EB
- Communications EK, CT, RN, SV
- Financial Accountability VD, CT, SS, JO, EK
- Admin EK, NT, SS, SB

Grantwriter

Blog Coordinator

Conflict Engagement Team

General Governance and Strategy Circle

Major Program Areas:
Helping communities create local, sustainable sources of:

- Food and Farmland CO, JO, CT, YE, NT
- Worker Coops RN, SS, JO, YE
- Money JO, CT, SM
- Grassroots Finance CD, JO, CR, SV
- Worker Self-directed Nonprofits CT, JO, SM, SB
- Renewable Energy YE, JO, SV
- Legal Profession Program CT, CO, JO, RN, YE, CR
- Resilient Communities Legal Cafe RN, JO, EK, CR
- Housing SS, CT, VD, JO

Circle coordinator

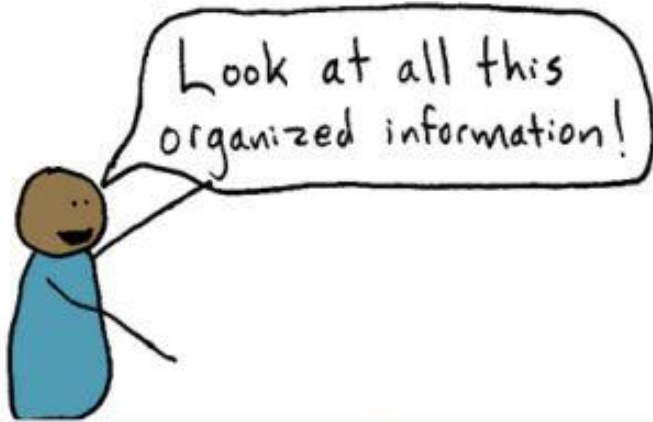
Housing Justice Catalyst

Advisory Board
Amy Kavan
Michael Shuman
Gopal Swaminani
David Walker
John Farrell
Greg Jackson
Stacey Sullivan
Linda Shanahan
Mark Herrera

Sustainable Economies Law Fellowship Program CR, JO, EB
Supports public interest lawyers to create new law careers and law practices focused on

SELCL Policy Center JO, YE, CO, EK, CR
Provides support for local policymaking efforts across the U.S. by advising on, helping organize, and funding policy campaigns

Chris' Roles



Common knowledge of how it all works

A screenshot of a web browser displaying an Asana project page. The browser's address bar shows the URL "https://app.asana.com/0/36360526301122/list". The page title is "Budget/Financial Accountability CIRCLE". The left sidebar shows a navigation menu with "My Favorites" including "Grants CIRCLE", "Internal Resilience CIRCLE", "Housing CIRCLE", "Worker Self-Directed Nonpro...", and "Abundance CIRCLE". The main content area lists tasks under several categories: "Basic Roles:" (Financial Circle Coordinator, Facilitator, Secretary, INFO: Financial Logins), "Financial Operations and Accounting Systems:" (Categorizing travel and event expenses, Categorizing fall event expenses and income), "Bookkeeper:", and "Budget Bear:". A right-hand panel titled "DESCRIPTION" lists "Circle Members: Eunice, Chris, Sara, Sue, Janelle", "Purpose:", "Domain:", and "Accountabilities:". The browser's tab bar at the top shows several open tabs, including "Roles - Google Docs", "EB PREC Governance Trainin...", "janelleors | TheSELC Slack", and "Budget/Financial Accounta...".

A Circle Made of Roles



Inside a Role: Budget Bear

Purpose: Overseeing our financial planning and budgeting process, in line with program planning and funding prospects

Accountabilities:

- Integrating feedback to periodically update our budgets
- Tracking income in the Budget sheet by using information from the AR tracker
- Monitoring cash flow
- Working with SIN to update Actuals on a monthly basis

Radical Transparency

✓ Financial Circle Coordinator	JO
✓ Facilitator	JO
✓ Secretary	
✓ INFO: Financial Logins	
Financial Operations and Accounting Systems:	
✓ Categorizing travel and event expenses	
✓ Categorizing fall event expenses and income	
Bookkeeper:	
Budget Bear:	

Janelle Orsi Oct 18 at 9:43am

UPDATE:

- **Final public budget:** Attached is the version of the Budget we've created to share with funders, which includes projected income and the visual incubation budget.
- **Internal budgets:** I created a tab in our budget doc called "Core Funding," which hopefully paints a more accurate picture of where ... [See More](#)

Janelle Orsi Tuesday at 7:46am

UPDATE:

- I notified staff that they should update their Circle budgets again sometime in the next couple months, in anticipation of adopting an updated 2018 budget in January.
- I drafted guidance for Circles to consider when budgeting, and that's

Not just for small organizations!

BUURTZORG

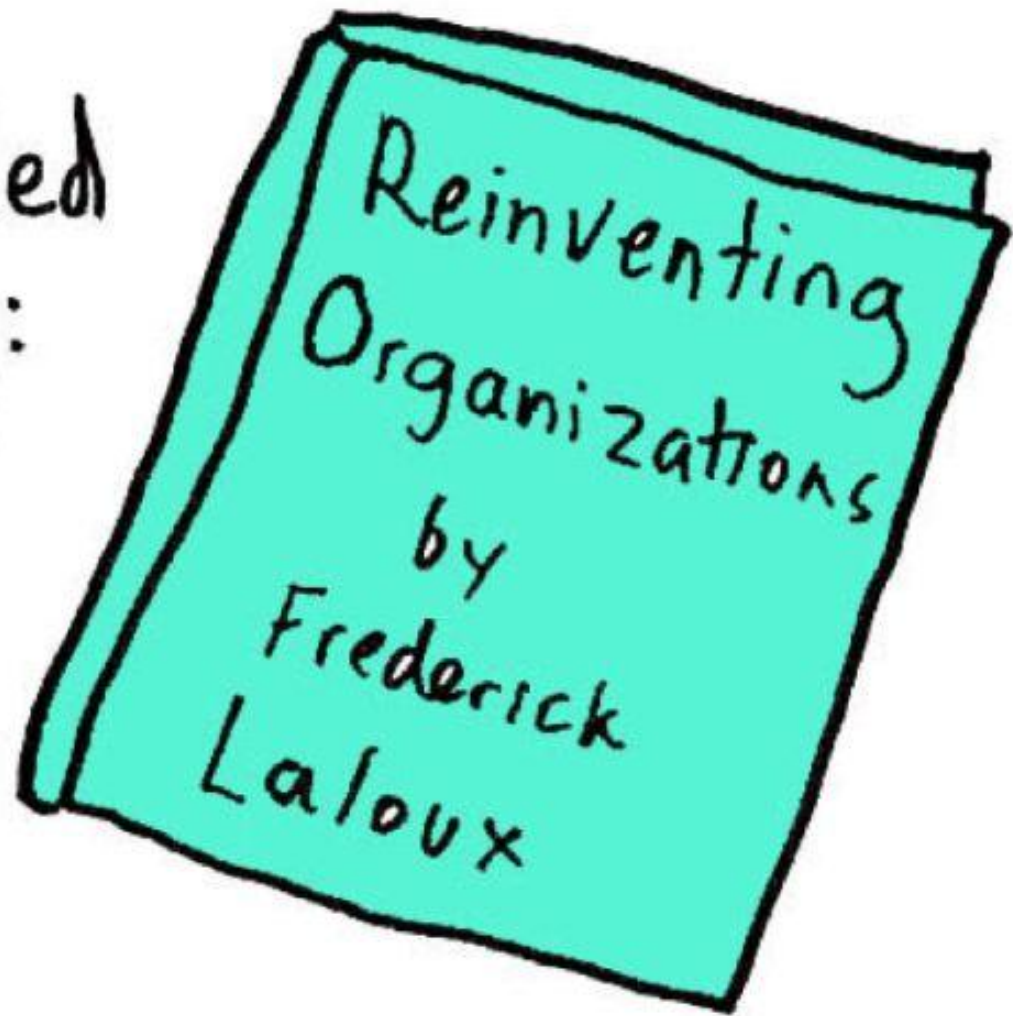
Home About us News Innovation Collaboration Contact us

Welcome to Buurtzorg
Humanity over bureaucracy

Buurtzorg International

 10,000+ Professionals	 8.7 Staff satisfaction	<h3>About us</h3> <p>Buurtzorg is a pioneering healthcare organisation established 10 years ago with a nurse-led model of holistic care that revolutionised community care in the Netherlands.</p> <p>Client satisfaction rates are the highest of any health care organisation. Staff commitment and professionalism is reflected in</p>
 40% Savings	 24 Countries	

Recommended
reading:



The Value of Circle Structure

- Enables high degree of autonomous yet accountable action
- Hierarchy of decisions, but not hierarchy of people
- Very adaptable structure that allows for growth over time

Key Takeaways for Liberating Org Structures

Autonomy of small groups / self-management

Decisions are made by those most impacted

Accountability to and by peers

Equitable access to information

Structures are clear and adaptable

Actively counters dominant systems of oppression

Questions??



Activity! Decisions to be made.



Lunch



Exploring Systems: A short activity



Things to Try

The Technical is the Political

Meetings and decision-making

Compensation

Work Rhythms

Peer Reviews

Strategic Planning

Meetings and Decision-Making



Pg. 13 in your manual

Important:

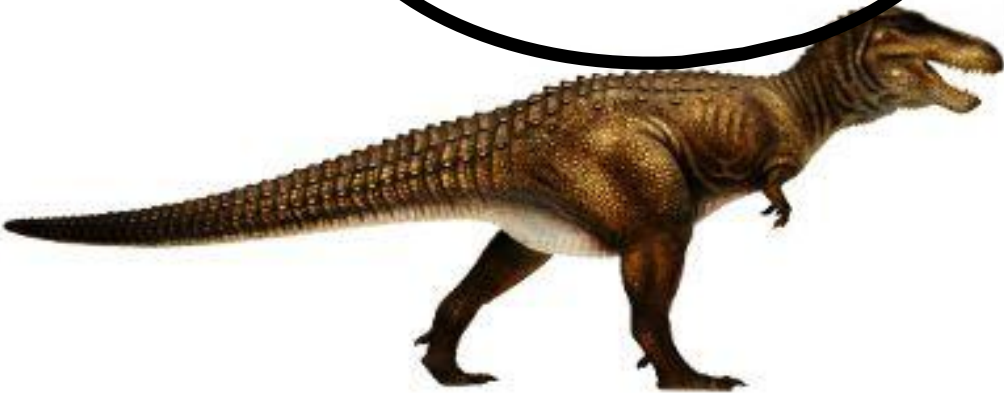
It's not that every decision needs to be made by everyone.



Beware of the Tyranny of Structurelessness Rex

This is
what we
should do!

OMG! What
time is it???



Highly Structured Meetings!

Everyone Has a Voice: Most meetings are held by going in a series of circles, which helps to ensure that everyone has a voice.

Keeps Personality Politics at Bay: The high level of structure keeps personality politics from dominating organizational culture, and keeps individuals from taking up too much space with too much talking.

Different Meeting Process for Different Types of Meetings: Governance meetings, strategy meetings, and tactical meetings.

With well-defined meeting processes, they could actually look like this...



Consent Decision-Making Process

1. Create proposal
2. Present proposal
3. Questions
4. Feedback
5. Integration
6. Consent



Peer-guided
self direction

Three Little Tips

1. Remember, you will always get another chance
2. When there is dissent, try making the proposal time bound (e.g. try it for 3 months and evaluate)
3. Find ways to support everyone in bringing proposals, even small ones

Compensation



Compensation

Why is this about justice and equity?

Pay gaps

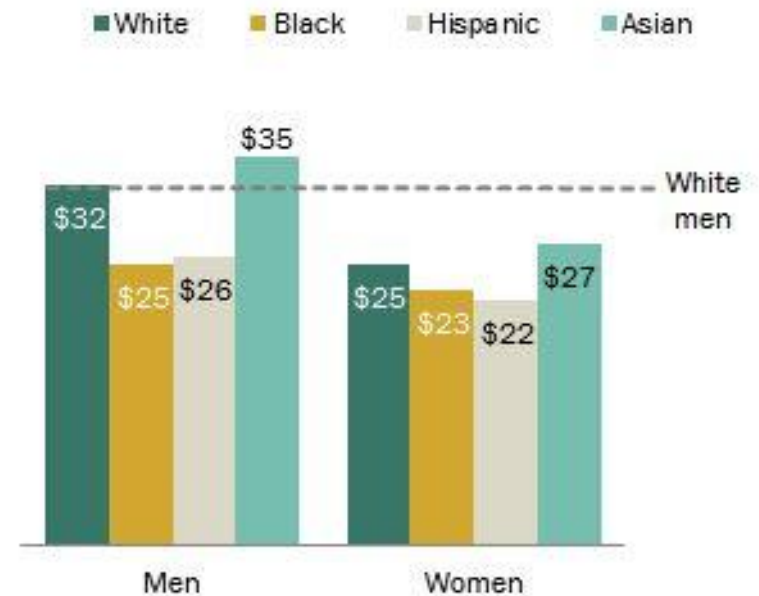
Negotiations

Perpetuation of caste

Market values become our values

Controlling for education, white men still out-earned most groups in 2015

Median hourly earnings among those ages 25 and older with a bachelor's degree or more



Compensation

To get started, think in terms of two separate decisions:

(1) What will the philosophy/practice be?

(2) Who will have input into the philosophy/practice?

Compensation

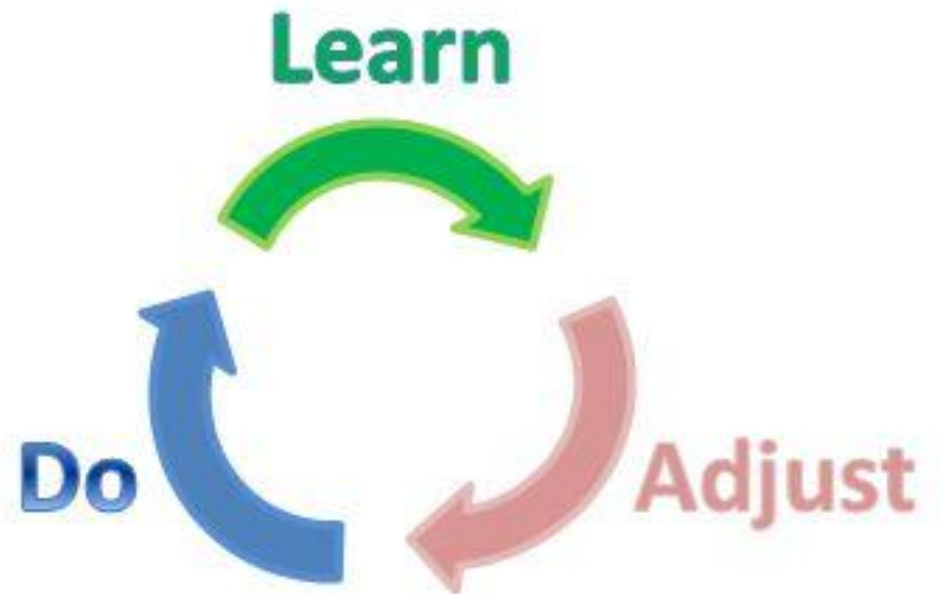
Specific Steps:

Talk about it

Set a philosophy

Create a policy

Be ready to re-evaluate



Example: AORTA

Survey and Calculator based on:

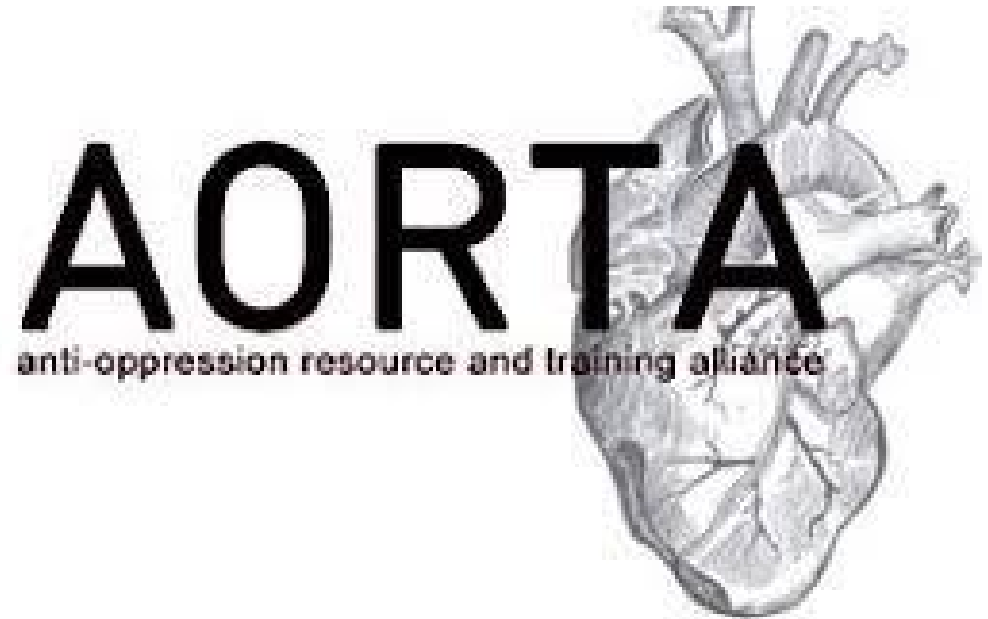
Cost of living

Level of expertise

Hours worked

Longevity

Dependants



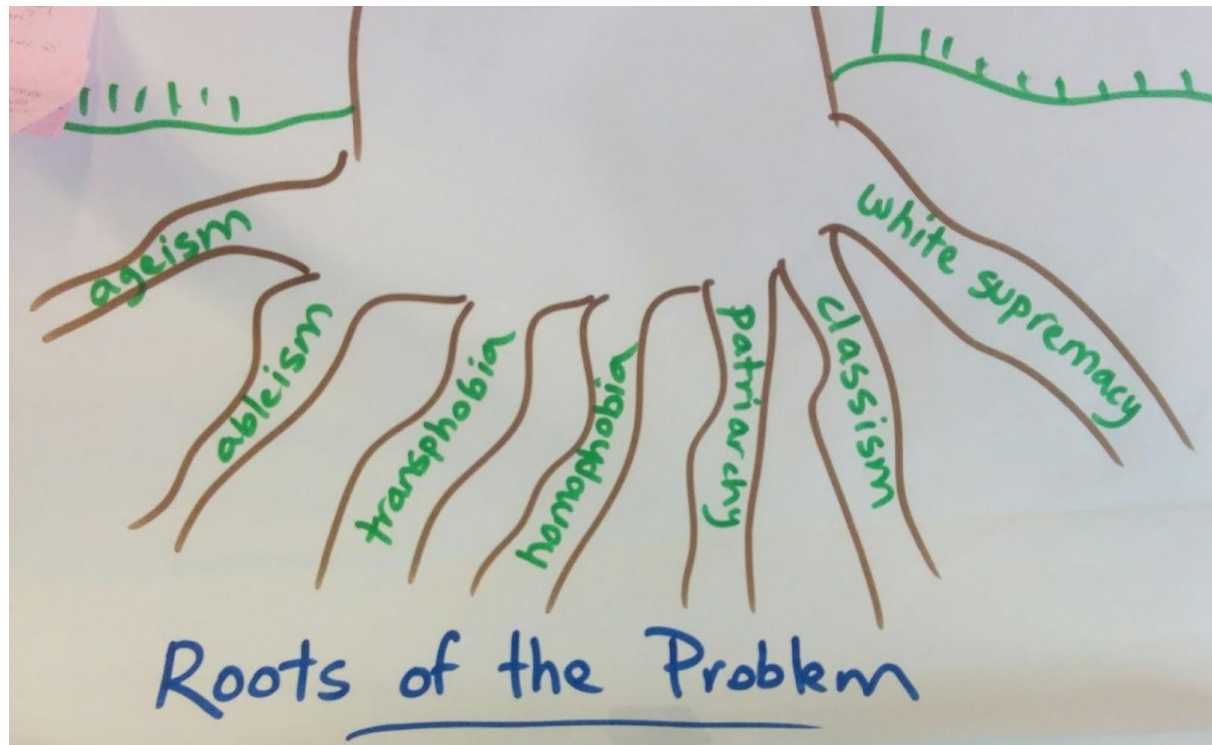
Work Rhythms



Shared Learning



Reflection



Liberating Work Schedule

- 30 Hour Work Week
- Flexible Work Hours
- Free Time Off policy



Example Staff Calendar Based on Planting Justice

	Strategic Planning	Workplace Justice trainings	Staff & Board Retreat	Staff Reflection Processes
January		Staff fill out evaluation on Co-Creation of Work Culture and Work Ethics training	Two-day retreat scheduled	
Feb				Staff reflection circle
March		Privilege and Power training		
April		staff fill out evaluation on Power and Privilege training; staff nominate and vote on areas of focus for the next two workplace justice trainings		
May	All-staff planning meeting to review and set programmatic priorities			
June	Collective budgeting process for next year based on program goals and priorities			
July				Staff reflection circle

Peer Reviews



Peer Review - Performance Management

- Feedback coming from peers-Ongoing
 - not a place to reprimand or reward
- Get feedback from the people who are familiar with their work in different ways
- Focus on self-reflection and improvement
- Conversation can result in personal adjustments or role reassignment
- Transparency

Strategic Planning



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Strategic Planning

Why is this about justice and equity?

Self-determination

Growth and Empowerment

Effectiveness



Strategic Planning

Where do your priorities come from?

What process is used? Who is involved in it?

Are there many ways to engage?

Are you training leaders?



Strategic Planning

Theory of change

Entire Budget

Specific budget allocations

Collective project review



Example: Law Center

Collectively set priorities

Input on budget

Ongoing process of alignment

Allocation to single team



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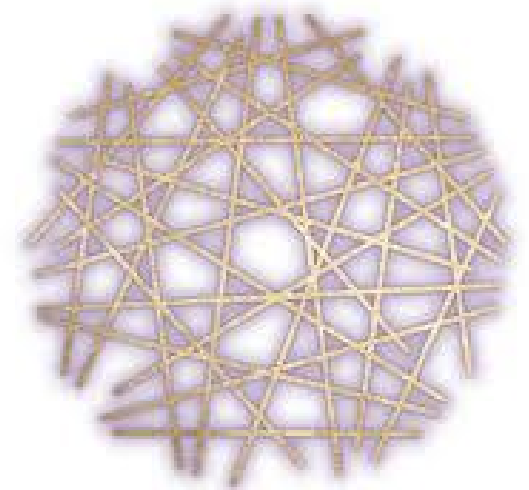
Example: National Network of Abortion Fund

Small team conducted focus groups

Developed specific plan to respond

Got feedback on plan

Executed



NATIONAL NETWORK OF
ABORTION FUNDS

Breakouts!



Boards



Pg. 17 in your manual

Best Practices  Legal Requirements

Duty of Loyalty

Appropriately manage conflicts of interests

Don't use Corporation money for self interest

Don't get caught in a compromising situation

Don't steal Corporation's business opportunities

Duty of Care

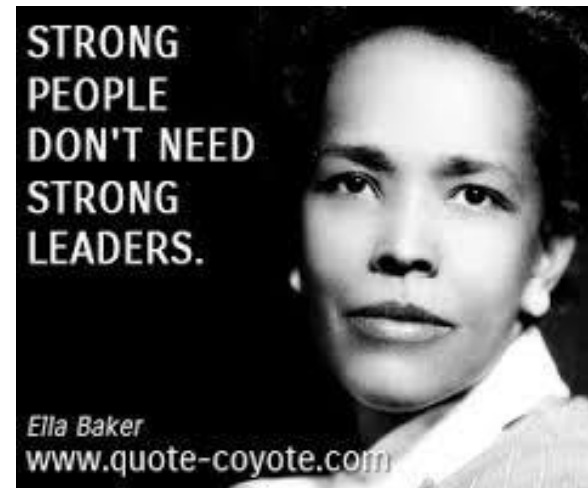
Ensure Corporation is working toward its mission

Make sure money is managed well

Make sure it follows the law

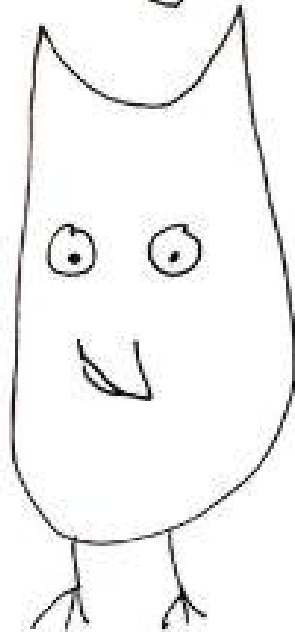
Board's Role

Management and Oversight



Board Roles

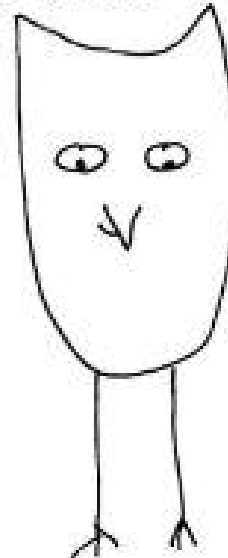
Legal



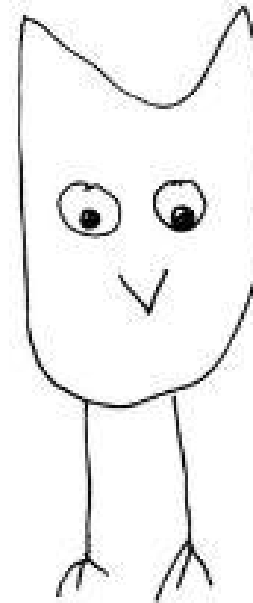
Financial



Mission



Governance



Operationalize:

Standard Bylaws with Board Resolution

The Board hereby resolves that, based on the successful track record of ORGANIZATION's staff and activities, in view of the talents and skills of current staff, based on ORGANIZATION's robust set of internal policies and procedures for worker governance, and based on emerging principles and best practices for the management of nonprofit organizations, **it is in the best interest of ORGANIZATION and most effectively and efficiently advances ORGANIZATION's mission if ORGANIZATION employees primarily direct the strategy**

Operationalize: Standard Bylaws with Board Resolution

Pros:

- Logistically simple
- Preserves flexibility
- Less likely to feel like a threat to board members

Concerns:

- Impermanent, board can revoke by voting against the resolution

Operationalize:

Bylaws that acknowledge self-direction

Pros

- Preserves some flexibility
- Indefinite commitment
- Stronger symbolically

Concerns

- Board can still revoke, though the threshold is higher
- Commits the staff to specifics that are difficult to change

Operationalize:

Bylaws that describe self directed process

Pros

- Creates clarity
- Reflects significant buy-in
- More challenging to change

Concerns

- Bylaws cannot organically evolve
- Oversights can be hard to correct

Board Structure and Composition

Reflecting your purpose

Three types of nonprofits

Identifiable Community

Issue Area

Movement Building



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Questions??



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Taking this Back Into Your Organization



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Pg. 19 in your manual

Momentum Activity

On your own, identify 2-3 action steps you'd like to take in the next week or next month.

- What resources and support do you already have that will help you?
- What are barriers you can expect to face?
- What makes overcoming those barriers worth it?

In a small group, take turns sharing your action steps.

Stay in touch!

Chris Simon or Sue @theselc.org

http://www.theselc.org/worker_selfdirected_nonprofits

Peer support: FB group & Google group

Sign up for the Law Center's monthly newsletter to learn about upcoming training opportunities

“Our ultimate objective in learning about anything is to try to create and develop a more just society than we have seen.”

-YURI KOCHIYAMA