

Developing Social Networks among european civil society leaders: a few guidelines. The “Leader2Leader” Project

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Leadership for a New Europe: the Third Sector Solution

Lisbona, September 20-22

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How has ASVI succeeded in developing “its” social transformation network?

What are the “network benefits” of the memberships ?

On the basis of ASVI’s and others experiences, how can we further more strengthen the (Italian) “non profit leadership”?

Why do we work?

I’ll try to answer these questions in a short and concrete way and with some useful operating indications.

Lets start by the end...the “final question”

Why do we work? What is our role?

We can agree on the final result of the non profit action:



SOCIAL IMPACT- CHANGE THE WORLD!

To reach this goal we need **to strengthen our leadership**. We need power!

Leadership and “power for change” develop in a collective dimension and come from the union of dreams, **social capital**, **cognitive capital** (talent, professionalism) and... **funds!**

So the new question is: ***“how a network (such as a collective dimension) can help to develop leadership, power and... social change”?***



**The courage to have
a dream.**

The power to fulfill it!

We could say..

“The courage to have a dream. The power to fulfill it!”

If we have a dream of social change,

talent, relationships and funds

give us the leadership and the power to realize it

“Favourable wind does not exist for the sailor who doesn’t know where to go” (Seneca)

Nowadays ASVI “professional network” can count on more than thousands of social actors. Among them there are professionals, non profit managers and organizations all over the national territory and even abroad.

In 1998, we started with a clear Vision (a non profit sector seen as governance “protagonist”) and Mission (to train and **connect** the non profit managers). At that moment in Italy there was the beginning of a requirement for professionalism. Therefore ASVI positioning and the “direction of the wind” became clear!

The first positive element to the “ acquisition” of valuable social actors was therefore a clear **Strategic Positioning**, consistent with sector current and future needs and characterized by searching for excellence, loyalty and trust.

ASVI has become like a “mirror” which enables us to confront and improve ourselves.



Pursuing such an “individual” goal, our students have immediately understood that the objective was much more easily obtainable “together”.

They also understood that in a collective dimension of professional growth, besides an exponential increase of opportunities, there was also a kind of emotional “relief” in being in contact with many others, while confronting difficult challenges.

The “identity element” which joins the actors in the network is sharing the belief that social change can be more obtained through “professionalism” and relationships.

They consider themselves “social change and transformation actors”.

After ten years of transformation and networking with ASVI, in 2007 we decided in accordance with ACEVO to create an exclusive social network for “non profit leaders” (Executive CEO and chief executives) in Italy.

Leader2Leader project (Italian membership): strategic coordinates

The Italian network will probably be called “Leader2leader”



This name portrays the idea of a wide communication between all types of leaders. Non profit leaders coming from different kinds of organizations (cooperatives, associations, foundations and others; a “corporate membership” made up of for profit managers and entrepreneurs.

How develop the leadership and the leaders? What will be the benefits for the members? These are not an easy questions with easy answers but...



We need to invest on.... (strategic dimensions)

		“TALENT” <small>(COGNITIVE AND HUMAN CAPITAL-KNOWLEDGE MANAGEMENT)</small>	“RELATIONS” <small>(SOCIAL QUALITY CAPITAL)</small>	→	“FUNDING”
L E V E L	CULTURAL IDENTITY	The benefits are: New paradigms, Identity and status	The benefits are: Integration fo the identities and “Bridge social capital”	→	The benefits are: “Global” FUND Raising
	STRATEGIC	The benefits are: Analysis Professional skills	The benefits are: Strategic Networking	→	The benefits are: Fund Raising strategies
	OPERATIVE	The benefits are: Professional “Know how”, “vertical managability	The benefits are: Greater relational support, attraction towards workers and volunteers	→	The benefits are: Partnerships and fund raising techniques



LEADERSHIP DEVELOPMENT AND STRENGTHENING THE SOCIAL IMPACT



STRATEGIC DIMENSIONS OF INVESTMENT

		“TALENT” (human and cognitive capital development)	“RELATIONS” (quality social capital and open-“bridge” development)	“FUNDING” (economical resources development)
LEVEL	Cultural Identity level	<p>The benefits are: new paradigms, and innovative cultural approaches. Strengthening ones “analysing” ability.</p> <p>New identity and status- (for instance non profit seen a social subject no longer residual)</p>	<p>The benefits are</p> <p>Matching of identities</p> <p>Increasing and qualification of the social capital.</p>	<p>The benefits are “Global” FUND Raising With a less exclusive connection to the public services market. Developing innovative social entrepreneurship</p>
	Strategic level	<p>The benefits are Professional Analysis skills, strategic planning, effective relationships with the stakeholders, and the attracting of new talent. (We need a knowledge-decision management system).</p>	<p>The benefits are Strategic Networking, partnerships and mutual support among leaders, peer to peer relationship, trust, constituency strengthening.</p>	<p>The benefits are Opportunity to develop fund raising strategies starting from competencies, talent and the quality of the social capital</p>
	Operative level	<p>The benefits are Professional “Know how” diffused through the organization, “vertical” managability.</p>	<p>The benefits are Greater relational support in fulfilling the operative goals, greater attraction towards workers and volunteers.</p>	<p>The benefits are Greater facility to manage fund raising techniques, to stipulate partnerships and to stimulate social investment”</p>



**LEADERSHIP DEVELOPMENT, POWER,
STRENGTHENING THE SOCIAL IMPACT**

In our recent survey what the italians non profit manager need is the development of their leadership skills and their human growth.



We see therefore (according to current consolidated literature on social economy) how a network such as ASVI and L2L, can act on two essential dimensions: social quality capital and cognitive capital. The economic and “funding” dimensions depend on the quality of the first two.

We can raise funds even without “fund raising techniques”, reaching the funds through the “founder’s personal contacts”. We understand how dangerous and limiting this could be.

On the other side we can be technically very good but without social capital we cannot raise acceptable funds.

The quality and the union of these three dimensions develops stronger leaderships and “generate ” a better social impact of the members in the civil society.

Therefore the Italian network (Leader2Leader) will be concentrated essentially on producing and strengthening the social and cognitive capital, inside the cultural, strategic and operative levels.

The most recent survey among some representative leaders of the Italian non profit sector, move in this direction and also give many operative indications.

The most requested services are:

Best practices exchange (Cognitive dimension)

Surveys concerning trends (Cognitive dimension)

Building a “decision support system” (Cognitive dimension)

.... **Being together!!** (relationships)

Because....

“If you want to go fast you must travel alone, if you want to go far, you must travel with other people” African saying

And we want to go far, together!!



ASVI SCHOOL *for* MANAGEMENT
network di tras-formazione sociale



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L2L Leader2Leader
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*My "personal mission" today is to promote the social quality of a development, enhancing the managerial skills of the operators of the civil society. To establish an international network with the best professionals of the social change. My favourite geographical area is the Euro-Mediterranean. The main organization through which I work is ASVI – Agency for non profit development -, my key stakeholders are managers of the third sector and young talented professionals. For more information please visit: **www.asvi.it m.crescenzi@asvi.it** Rome, Italy +39 06 5088443 347 0062093*

Marco Crescenzi is the founder and Executive CEO of **ASVI – Agency for the Non Profit Development**.

Experimental Psychologist with social emphasis, specialised in analysis of the social and Organizations development process, main Italian expert in Management of the Non Profit Organizations, journalist, businessman, voyager..

Within **ASVI** he is coordinator of the Scientific Committee, of the *Observatory on Professions and Work within the Non Profit sector*, Director of the in depth analysis on "Professions and Work in the Non Profit" published by EMI, coordinator of the *ASVIMed* Project for the capacity building of the social and peace networks of the Mediterranean countries.

For **Symbola, Foundation for the Italian Qualities** is member of the Scientific Committee and coordinator (together with Mr. Domenico Sturabotti) of the Italian Qualities Bank (non profit sector and artistic crafts)- providing as well an external support on strategic management. He attended Ravello 2005, Montefalco 2006, cooperates to the Italian reflection on the "social quality" of the development in which the non profit plays a significant propelling role.

From 2007 is President of the Founding Committee of **Agorà, Agency-Observatory for good practices in the International Cooperation**, established in joint venture with the **Politecnico of Milan, Occam** (UN Agency for the new technologies for the development) and **ISF** Engineering without Borders, Milan. From 2007 is Coordinator in Italy of Leader to Leader, International Network of leaders and managers of the third sector promoted by ACEVO (UK), that in Italy will aim at gathering the most innovative operators to encourage the exchange and managerial innovation.