Transformational Relationships: Reframing Impact in Faith-Based Social Service Organizations

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Class #622-12: Nonprofit Data Analysis - Capstone
Semester 2019
Instructor: Dr. Marco Tavanti
ORGANIZATIONAL PARTNERS

Partner organizations are represented by these three organizations who’s relational work in the Tenderloin inspired this Capstone and informed it’s models through the insights gained in the expert interviews.

bjm
BECAUSE JUSTICE MATTERS

CITY HOPE

YWAM SAN FRANCISCO
OBJECTIVES AND VALUES

Research Question:
Does relationship theory influence faith-based organizations’ impact?

Hypothesis:
Relationship theory has implications for how organizations form a theory of change, logic model and evaluates impact.

Photo credit: City Hope San Francisco
METHODS AND APPROACHES

• Deductive, Action-Based Research
• Literature Review
  • Nonprofit Management
  • Social Sciences
• Expert Interviews
  • Program Directors (3)
  • Evaluation Professionals (3)
• Hermeneutic analytical approach

Photo credit: YWAM San Francisco
1. Growth in relationship
2. Mutuality is a mature function
3. Differentiation & elaboration in relationship signifies growth
4. Relationship Competencies
5. Mutual empathy
6. Authenticity
7. Growth Fostering

Kress, et al. 2018
DATA ANALYSIS: Expert Interviews

"Mental illness and addiction is an issue, but it's also a relationship issue"
Steve Binnquist
Director of Restoration Initiatives

"Secret Sauce of transformation... relationships of reciprocity, understanding, accountability, faithfulness..."
Rev. Paul Trudeau
Executive Director
City Hope

"We are wounded in relationship, we are healed in relationship"
Julia Pferdehirt
Director of Women’s Ministry
Because Justice Matters
## Transformational Relationship Model: Literature Review & Expert Interviews

<table>
<thead>
<tr>
<th>Connection</th>
<th>Structure</th>
<th>Relationship Qualities</th>
<th>Transformation</th>
<th>Mutuality/Reciprocity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connection - RCT</td>
<td>Long term - Bin</td>
<td>Celebrate - Bin, Tru</td>
<td>Accountability - FBSW, Tru</td>
<td>Reciprocity - FBSW, RBSW, Tru</td>
</tr>
<tr>
<td>Friendship - Bin, FBSW</td>
<td>Incremental - Pfe</td>
<td>Listening - Tru</td>
<td>Learning - FBSW</td>
<td>Mutual Exchange - RCT, Binn</td>
</tr>
<tr>
<td>Network of support - Bin, Pfe, Tru</td>
<td>Nonlinear - Binn, RCT</td>
<td>Asset Based - Tru</td>
<td>Dynamic - RBSW</td>
<td>Mutual Impact - RCT</td>
</tr>
<tr>
<td>Safety net - Tru</td>
<td>Client Centered - Pfe, Tru</td>
<td>Motivation - Binn</td>
<td>Differentiation - RCT</td>
<td>Shared power - RCT</td>
</tr>
<tr>
<td>Social Needs - Tru</td>
<td>Boundaries - Bin, Tru, RBSW, RCT</td>
<td>Counter Shame - Bin, Tru, Pfe</td>
<td>Elaboration - RCT</td>
<td>Mutual Empathy - RCT</td>
</tr>
<tr>
<td>One on one - Bin</td>
<td>Qualitative - FBSW, Bin, Tru, Pfe</td>
<td>Optimism RBSW</td>
<td>Development - FBSW</td>
<td></td>
</tr>
<tr>
<td>Wide funnel - Tru, Pfe</td>
<td>Therapeutic use of self - RBSW</td>
<td>Holistic - FBSW</td>
<td>Strength-Based - RBSW</td>
<td></td>
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<tr>
<td>Foundational - RBSW</td>
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</table>

### Source Key:
- **Bin**: Binnquist
- **FBSW**: Faith-Based Social Work
- **Pfe**: Pfeffer
- **RBSW**: Relationship-Based Social Work
- **RCT**: Relational Cultural Theory
- **Tru**: Trudeau
- **RLS**: Randle

<table>
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<tr>
<th>Source Key</th>
<th>Definition</th>
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<tr>
<td><strong>Bin</strong></td>
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<td><strong>Pfe</strong></td>
<td>Pfeffer</td>
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<td>Trudeau</td>
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<tr>
<td><strong>RLS</strong></td>
<td>Randle</td>
</tr>
</tbody>
</table>

- **Hope - FBSW**: Growth Fostering - RCT
- **Patience - RBSW**: Problem Solving - RBSW
- **Counter Shame - RCT, GST, Bin, Pfe, Tru**: Corrective / Reparative - RCT
- **Compassion - FBSW**: Relate to self & others - RBSW
- **Understanding - RBSW**: Self Awareness - RCT
- **Nonjudgemental - FBSW**: Advocate & mediate - RBSW
- **Concern - RBSW**: Vulnerability - Tru, Pfe
- **Healthy - Tru, Pfe**:
# Reframing Impact Evaluation

<table>
<thead>
<tr>
<th>Ritualize Evaluation and integrate into relationship.</th>
<th>Relationship Based Evaluations</th>
<th>Reframe Donor Expectations around impact evaluation</th>
<th>Evaluation as partnership between organization &amp; beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Paula Fleisher</td>
<td>- Nancy Chan Catalyte</td>
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<td>UCSF</td>
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</tbody>
</table>
**Conversation with Dr. Barry Kibel**

Journey Mapping, Evalulead, Outcome Mapping, Seed Impact

<table>
<thead>
<tr>
<th>Programs can control the quality of relationships when they can’t control other factors</th>
<th>Journey Mapping is set up for self-reflection more</th>
<th>Evidential &amp; Evocative measures “give goosebumps”</th>
<th>Worked with Outcome Mapping – measuring changes in variety of relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>A map for personal progress.</td>
<td>Combination of hard numbers and soft stories.</td>
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</table>

**DATA ANALYSIS: Expert Interviews**
IMPLICATIONS: Theory of Change

- Transformational Relationship Theory of Change
- 5 Contributing Factors
- Related but not sequential
- Transformation & Mutuality are key to intentional impact vs spill over affect

Author’s concept, graphic design by Katherine Au
IMPLICATIONS: Program Logic Model

- Circular program model that follows the cycle of transformational relationships.
- Vision has to be anchored by outputs.
- Dynamic and reciprocal process propels cycle forward on another level.

Author's concept, graphic design by Katherine Au
IMPLICATIONS: Impact Funnel

- Transformational relationships have 3 levels of impact.
- Collective impact addresses larger themes rather than specific issues. Relationships are a basic theme, common to all of society.
- Funnels and reverse funnels – impact from the individual and upwards, or impact from society downwards.

Author’s concept, graphic design by Katherine Au
RECOMMENDATIONS

1. **Nonlinear Logic Models**
   - Relationships are not linear and neither should be their program models.

2. **Spiral Models of Impact**
   - Cyclical models build on one another, contributing to impact on different levels.

3. **Develop Relationship Based Measures**
   - Use the Transformational Relationship model to set benchmarks.

4. **Blend Qualitative and Quantitative Methods**
   - Resources are available such as SEED Impact and Journey Mapping are used to track narrative and outcome data.
ADDITIONAL RESOURCES

Deloitte Monitor Institute
Bridgespan
SEED Impact
SuccessMeasures.org
United Way Tool Finder
United Way: Measuring Program Outcomes
Kellogg Foundation Resources
Kellogg Foundation: Logic Model Development Guide
Learning for Sustainability
Annie E. Casey Foundation Resources

The Nonprofit Outcome Toolbox
The Sustainability Mindset
The Data Playbook
Charting Impact (Guidestar)
Outcome Mapping
McKinsey & Company
The Outcomes Toolkit
Evalulead: A Guide for Shaping and Evaluating Leadership Development Programs
REFERENCES


Expert Interviews

Julia Pferdehirt, MA LPC: Director of Women’s Ministry, Because Justice Matters

Steve Binnquist: Director of Restoration Initiatives, YWAM San Francisco

Rev. Paul Trudeau, MA BS: Executive Director, City Hope

Nancy Chan MPP: Head of Corporate & Community Partnership, Catalyte (former director at Arabella Advisors)

Paula Fleisher, MA ED: Associate Director, Community Health and Health Policy, UCSF

Barry Kibel, Ph.D.: Vice President of Innovation, Seed Impact