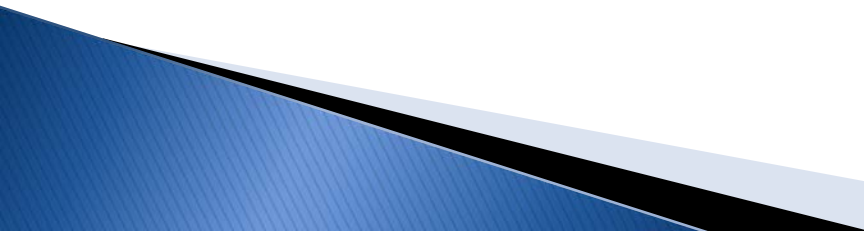


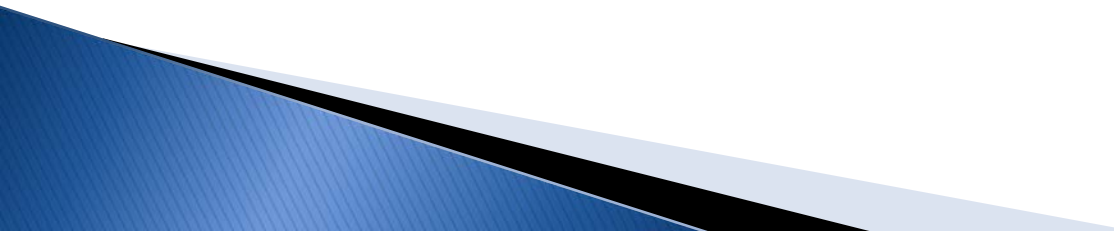
# Crawl, Walk, Run, Fly (CWRF)

A Model for Social Media Development

# Crawl Stage Description

- ▶ Not using social media or encouraging technology at all
  - ▶ Or, not using consistently
  - ▶ Lack robust communications strategy
  - ▶ Lack scalable program plan
  - ▶ Include large institutions as well as small
  - ▶ Lack a social culture
  - ▶ Resist transformation from command-and-control to a more networked mind set
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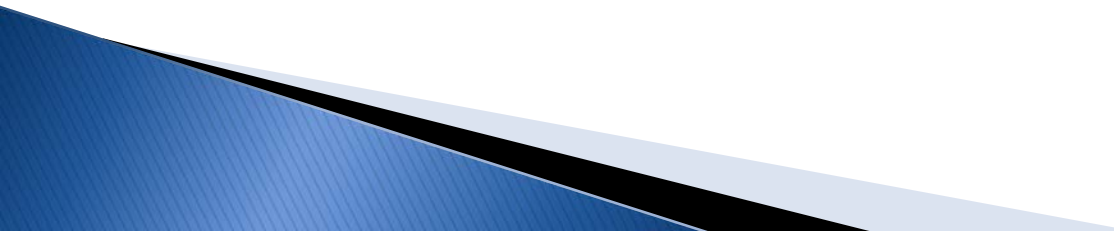
# Crawl Stage Next Steps

- ▶ Develop a program plan
  - ▶ Develop a communication strategy
  - ▶ Look at the experience of other nonprofits
  - ▶ Discuss the issues in a team/ committee
  - ▶ Codify the rules in a social media polity
  - ▶ Set up a listening process and integrate listening on social channels into planning research.
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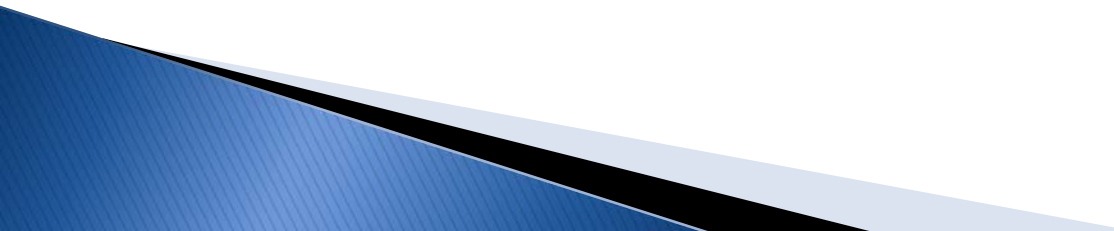
# Walk Stage Description

- ▶ “The Walkers” use one or more social media tools consistently, but not linked to communications strategy.
- ▶ Have best practices on tools and techniques as part of organizational skill set.
- ▶ Internalized listening and able to use data to improve engagement
- ▶ Leaders do not fully understand social media or networked ways of working.
- ▶ Asking “What’s the value?”

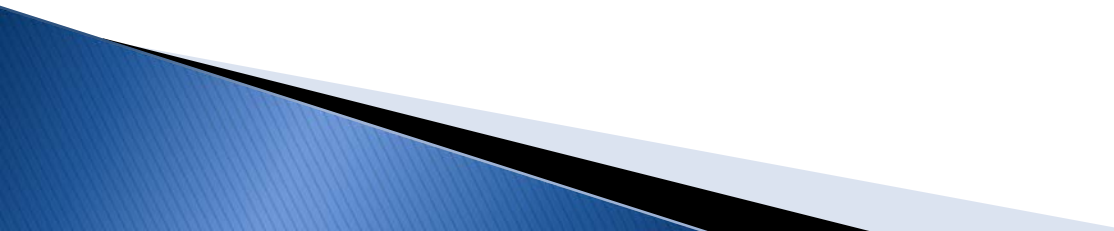
# Walk Stage Next Steps

- ▶ Need assistance in developing strategy and SMART objectives.
  - ▶ Help identifying target audience
  - ▶ Implement a small, low-risk pilot that can collect series and numbers to help leaders get it.
  - ▶ Need to avoid spreading organization/s resources too thin. One or two tools
  - ▶ Low cost ways to build capacity
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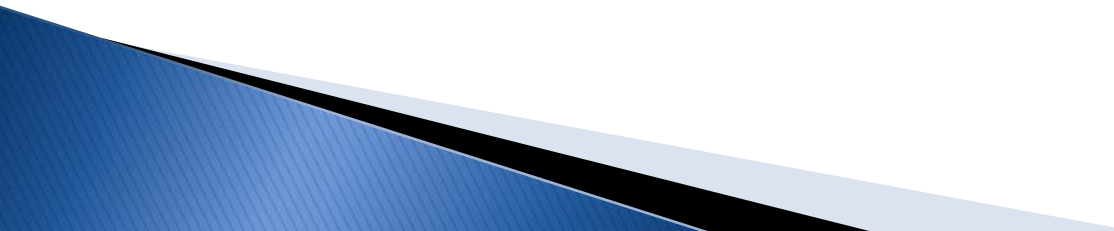
# Run Stage Description

- ▶ Use one or more social media tools key performance metrics.
  - ▶ Formal ladder of engagement and know how to measure it.
  - ▶ Visualize networks and measure relationships
  - ▶ Social media not in silo
  - ▶ Social media policy in place
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# Run Con't

- ▶ Organization comfortable with working transparently and working with people outside organization.
  - ▶ For program strategy, runners use crowdsourcing to help design pilots, generate feedback on an evaluation or rethink programs.
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# Fly Description

- ▶ Mastered running stage and internalized it.
  - ▶ Create culture of public learning for individuals and the organization.
  - ▶ Embrace failure and success alike and learn from both.
  - ▶ Uses data to make decisions, but leaders understand how to lead from the heart as well as the head.
  - ▶ Shared results with stakeholders
- 



# Fly Stage Con't

- ▶ Sophisticated measurement techniques, tools and processes.
  - Benchmarking, testing, shared organization dashboards, and linking results to job compensation for larger institutions.
- ▶ Measurement is not viewed as an afterthought. Part of decision-making process.