



# Appendix A: Reflection Questions

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In the introduction, we discussed how case studies deepen our understanding of our work and can move us to action. We see the cases in this report not simply as examples but as sites for learning. To that end, we have listed some general questions for reflection here. These questions can help draw out key lessons and takeaways from the organizations profiled in this text and offer ways to reflect on the work of your own organization. We suggest case discussions take place in a group where peer-to-peer learning can occur.

## Questions for Discussion

1. There are many ways nonprofit service organizations can effect social change—methods include advocacy, voter engagement, organizing, and so on. The common thread in all of these case studies is constituent participation.
  - a. What do the case study organizations gain by engaging their clients/communities?
  - b. How are their approaches similar and where do they differ?
  - c. Do you find certain methods more or less effective? Are there ways they could be more effective?
  - d. What is the role of relationship building in this work?
2. A common problem facing these organizations is balancing sustainability with their goal of building constituent voice. For some groups, showcasing this work is a way to raise funds; for others, the work is being integrated even as funding is cut.
  - a. How do the service groups in these cases handle the dilemma of doing work that is not necessarily paid for by their funders?
  - b. What are the “costs” of integrating constituent participation into service delivery? What are the benefits?
  - c. What are the ways these groups show measurable outcomes for constituent engagement? What more could they do?
3. Principles and values often guided the decisions in the case study organizations.
  - a. What is the role of principles and values in these organizations? When are they explicit and in what cases are there implicit guiding principles?
  - b. Do the principles and values help organizations and what are the other ways they could be used?

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- c. Are there disadvantages of having a set of principles in this work?
1. We noticed that many of the constituents in the cases went through a transformation process—a change in the way they see themselves and the world around them—and in some cases so did staff members.
    - a. What role does transformation play in constituent engagement and is it necessary in integrating service and social change?
    - b. Are there ways that service providers are particularly well equipped to engage constituents in a transformative process? Where is this a stretch for these groups?
    - c. What new skills do staffers need to engage clients/constituents in this way?
  5. In all the cases, the organizations had to find the right entry point for their own work and community. In larger groups, the work often started in one small area and spread to other programs.
    - a. Are there entry points that are not explored in these cases?
    - b. What are the hazards of starting small and building up?
    - c. Are there certain populations left out of the cases that should have been included?
    - d. Does this work seem doable in the settings in which you have done or do your work?