



Collective Impact

January 14, 2020

Your Host - Stan Holt



- 30 years in the nonprofit/philanthropic sector
- MSPH and PhD
- Adjunct Faculty for NCCU and NCSU
- Believes in the power of the collective
- Fun things

Introductions



Name

Organization

Location

HPHC or Access SC

Expectation for the day

Rough schedule



10:00 - 10:30 Introductions

10:30 - noon Collective Impact

Noon - 1:00 pm Lunch - SCHA Model

1:00 - 3:00 pm Deepening our understanding

3:00 - 4:00 pm Principles of Practice

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Key outcomes



1. Reviewing the five conditions of collective impact;
2. Understanding the collective impact principles of practice;
3. Aligning and mobilizing the human resources to accomplish a community change initiative;
4. Sustaining the momentum of a collaborative community change initiative;
and
5. Considering the role of systems change strategies in a community coalition

Approach for this session



Key aspects of our approach:

- rooted in theory and research
- honoring our lived experience
- applied at the individual level; organizational or program level; and system level
- you will bring in the context for discussion, exploration, and learning where you need it most
- our best learning happens in the moment and comes from each other

Collective impact is a framework. Collaboration and cooperation existed before the framework, but the Collective Impact Framework has some unique characteristics and helps us with our thinking

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Ground rules



What is said in the room stays in this room or ask permission

Be present, participate and contribute

Suspend judgement

Listen and think before speaking

One person at a time - as best as possible

Speak from your own experience and not the experience of others

Experience with collective impact



Very little or nothing

I have heard of the theory

I am implementing a Collective Impact Project - sort of

I am implementing a Collective Impact Project and I can help with this session

Definition - Collective Impact



The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

John Kania and Mark Kramer. Collective Impact.
Stanford Social Innovation Review. Winter 2011.



It is not

- Single sector approach
- Collaboration as usual
- A focus on individual programs and single focused solutions
- Short term impacts
- A fiscal arrangement where funds are divided up to do your work.

Type of Problem



- Simple - baking a cake
 - The recipe is essential
 - Recipes are tested to assure replicability of later efforts
 - No particular expertise; knowing how to cook increases success
 - Recipe notes the quantity and nature of “parts” needed
 - Recipes produce standard products
 - KNOWN
- Complicated - sending a rocket to the moon
- Complex - raising a child

Brenda Zimmerman was Professor of Policy/Strategic Management, Schulch School of Business

Type of Problem



- Simple - baking a cake
- Complicated - sending a rocket to the moon
 - Formulae are critical and necessary
 - Sending one rocket increases assurance that next will be ok
 - High level of expertise in many specialized fields and coordination
 - Separate into parts and then coordinate
 - Rockets similar in critical ways
 - KNOWABLE
- Complex - raising a child

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Type of Problem



- Simple - baking a cake
- Complicated - sending a rocket to the moon
- Complex - raising a child
 - Formula have only a limited application
 - Raising one child gives no assurance of success with the next
 - Expertise can help but is not sufficient; relationships are key
 - Can't separate parts from the whole
 - Every child is unique
 - UNKNOWNABLE

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What type of problem?

Simple?

Complicated?

Complex?



Complex problem



- Uncertainty
- No definitive formulation of problem – Lots of disagreement
- No end point
- Solutions are not true/false but good/poor
- Unique situations/contexts
- Relationship based – can't isolate

The Collaboration Spectrum



Trust						
Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (e.g., networking)	As needed, often informal interaction on discrete activities or projects	Groups and organizations systematically adjust and align work with each other for greater outcomes	Longer team interaction based on shared mission, goals; also shared decision-making and resources	Fully integrated programs, planning, and funding
Turf						

Tamarack Institute

The Collaboration Spectrum



Where are you on the spectrum?

BE HONEST, NOW!!

Isolated vs Collective Impact



ISOLATED

- Funders select individual grantees
- Organizations work separately
- Evaluation attempts to isolate a particular organization's impact
- Large scale impact is assumed to depend on scaling an organization
- Corporate and government sectors are disconnected from foundations and nonprofits

COLLECTIVE

- Funders understand that social problems and their solutions arise from multiple interacting factors
- Cross-sector alignment with government, non-profit, philanthropic and corporate sectors as partners
- Organizations actively coordinating their actions and sharing lessons learned
- All working toward the same goal and measuring the same things

Pre-conditions

Influential champions

Financial resources

Urgency for change



Faye Hanleybrown, John Kania and Mark Kramer, Channeling Change: Making Collective Impact Work. Stanford Social Innovation Review. 2012

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Five Conditions



The Five Conditions of Collective Impact

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Common Agenda



- Common Understanding of the Problem
 - Defining problem
 - Agreement about underlying causes
- Put boundaries on the problem and solution
 - Use data
 - Reach of the initial set of partners
- Shared vision for change
 - High Level Goal
 - Specific SubGoals
 - Key levers for moving the agenda forward

What is your common agenda?



In the workbook, make a note about what your common agenda is....

Mutually Reinforcing Activities



- Differentiated approaches
 - Find unique strengths
 - Find different philosophies
- May need to adjust program or target audience
- Capacity building for some partners
- Coordination through joint action plan/program agreements
 - Not the same as a traditional Memorandum of Understanding

Wolf video - Elements of the system



<https://www.youtube.com/watch?v=ysa5OBhXz-Q>

Systems perspective needed



System is always going to want to be in balance

Sometimes a balanced system - is not a healthy system

Disrupt the system

Mapping the system of Yellowstone



Piece of flip chart at your table

Work as a team to map the impact the wolves had on Yellowstone's ecosystem and rivers.

20 min

Continuous Communication



- Values guiding the process
 - Common
 - Conflicting
- Consistent and open communication
 - Formal structures
 - Informal structures
- Focus on building trust
 - Describing each others organizations and work
 - Sharing resources



Turf to trust - 1- 5 rank. Why?

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Shared Measurement



- Underlying understanding and willingness about the importance of partnering
 - Data sharing agreements
- Collecting data and measuring results that are more than any one program
- Facilitate good performance management at program level - capacity building
- Shared accountability



What are the community change measures that address your common agenda?

Backbone Functions



1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding

Role dependent upon context



- The **phase** of the initiative
- The **capacity** of the backbone organization
- The **geographic reach and scope** of the collective impact effort
- **Structural** opportunities and constraints created by a parent organization

LUNCH TIME - noon - 1 pm



Sit as regions within the State.

EAT!!

Introduce yourselves to each other

Share with each other the thing that you are most proud of that your community change initiative/collaboration accomplished in 2019 and the challenge you hope you collaborative tackles in 2020

Afternoon Agenda



Deep dive into the system being influenced.

Assessment of the pre-conditions of collective impact

Assessment of the conditions of collective impact

Collective Impact principles of practice

Evaluation and closing

Map your system

20-30 minutes

11 * 17 paper



Pre-Conditions - Sense of Urgency



Pre-Conditions - Sense of Urgency



Opportunity-driven urgency

- Motivated by it every day - what can they do to solve the problem every day
- Potential for forward movement
- No adrenaline rush
- Watch for where you can insert your agenda
- Proactive



Anxiety-driven urgency

- Fear
- Stressed out
- Flurry of activity
- Reactive

Suggestions



Continue to share your picture of the problem/solution and the system imbalance

Be careful in creating a “crisis”

Use business and economic logic

Focus on the productive emotions - skip fear and anger, opt for hope and worry

Share with people what they can do

Pre-condition - Funding resources



Consider the systems revenue streams

Think about which streams go to which agencies

Identify prospective funders for system level activities

Celebrate the growing individual program funding

Avoid competition of funds

Influential Champions



Stakeholders who “get it” help others to “get it”

- Help frame the problem and the collective solution
- Ask questions from a genuine place of inquiry
- Strong network that they can leverage
- Powerful ability to tell stories

Who are the influential champions in your system?

Tables based on conditions

Assign a table for each of the conditions

Use the worksheets to focus thinking and discussions



Principles of Practice



1. Design and implement the initiative with a priority placed on equity
2. Include community members in the collaborative
3. Recruit and co-create with cross-sector partners
4. Use data to continuously learn, adapt, and improve
5. Cultivate leaders with unique system leadership skills
6. Focus on program AND system strategies
7. Build a culture that fosters relationships, trust and respect across participants
8. Customize for local context

Equity



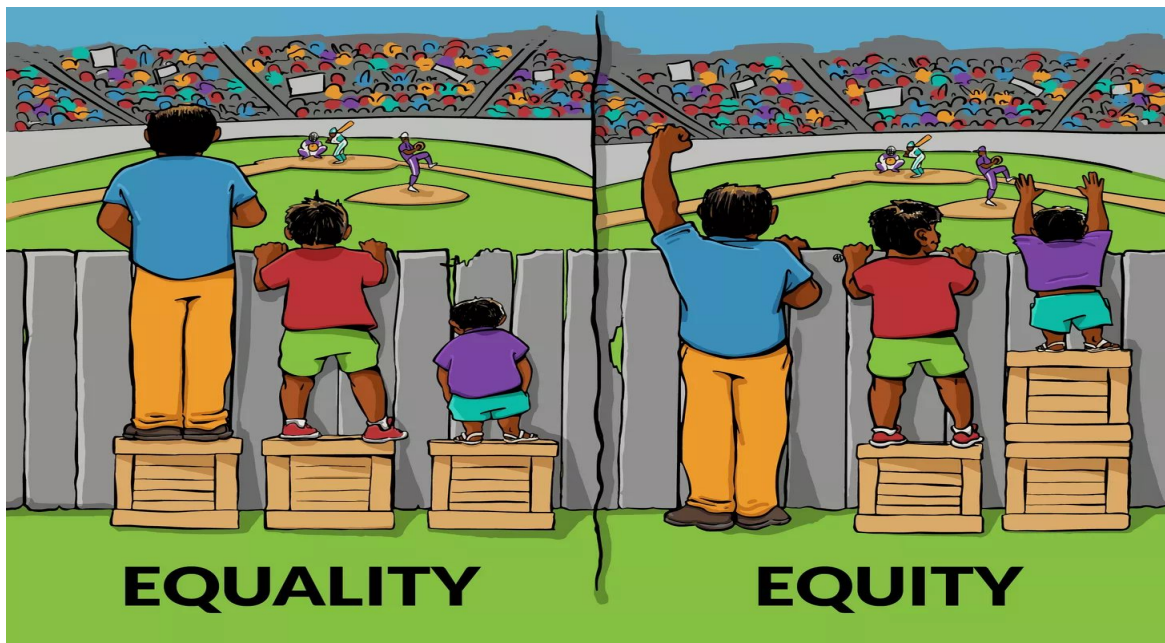
Diversity - numerical representation of different types of people

Inclusion - authentic and empowered participation and a true sense of belonging to a group

Equality - same amount of something

Equity - getting what we need to survive or succeed

Equity (Interaction Institute for Social Change | Artist:
Angus Maguire)





Journey in Equity



- Build a common language
- Discomfort is normal and requires some navigation
- Disaggregate data to capture which groups are impacted by what
- Examine the system and see where structures create inequity
- Start. Don't wait to be ready
- Impacts a lot of the remaining practices

Health Equity

How is this important to this room?



Systems leader

Ability to see the system

Foster reflection and generative conversations

Moving from reactive problem solving to co-creating the future



Other practices - questions



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Evaluation



In one week, check your inbox.

What worked today? What do we need to be different?

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Lao Tzu



The wicked leader is he whom the people despise.

The good leader is he whom the people revere.

The great leader is he of whom the people say, “We did it ourselves.”