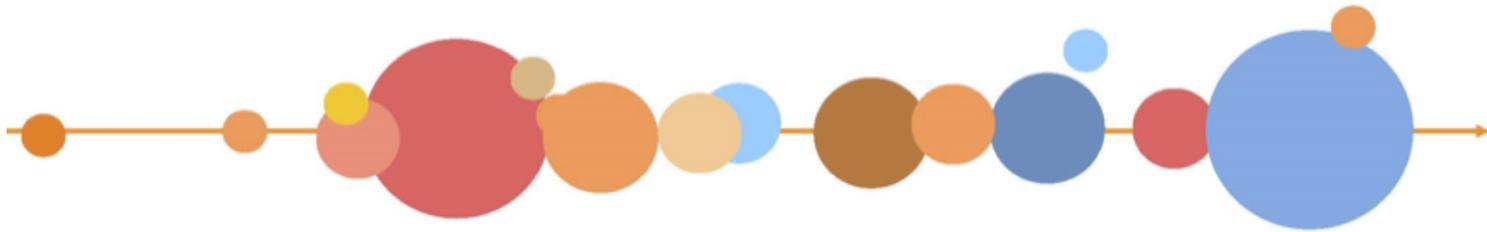


# Connecting the Dots: *How to strengthen your work through collective impact*



Connecting for impact

## **Deb Halliday**

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*Prepared for:*  
**2017 Montana Prevent Child Abuse  
and Neglect Conference**  
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People own that  
which they help  
to build.

Margaret Wheatley

*In our time together today, we will...*

- **Learn** about collective impact & how it looks in Montana
- **Explore** community engagement tools that help people and organizations work together to accomplish big, complex efforts
- **Share** how this work connects (or doesn't!) with your work

*Impromptu networking...*

“What big question or challenge do you bring to your community building efforts? What do you hope to give and to get from our time together today?”

# What type of problem is it?

## Simple

### Making Soup



Right **“recipe”** essential  
Gives same results every  
time

**KNOWN**

## Complicated

### Sending a Rocket to the Moon



**“Formulae”** needed  
Experience built over time  
and can be **repeated** with  
success

**KNOWABLE**

## Complex

### Raising a Child



No **“right”** recipes or  
**protocols** **Outside factors**  
**influence** **Experience**  
helps, but doesn't  
guarantees success

**UNKNOWABLE**

Source: **Brenda Zimmerman**, Director of Health Industry Management Program, Schulich School of Business

# Characteristics of complex problems

Complex problems are difficult to frame	The cause and effect relationships are unclear
There are diverse stakeholders	Each experience is unique
The characteristics and dynamics of the issue evolve	There is no obvious right or wrong set of solutions
There is no single measure of success	The community is also evolving and changing



# What is collective impact?

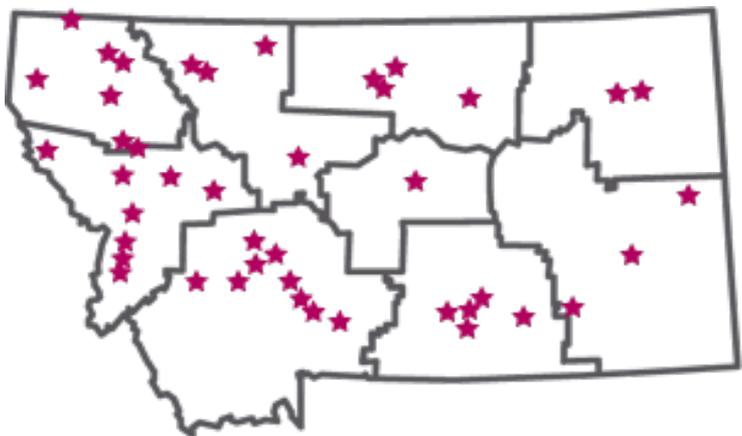
**Collective impact is the commitment of a group of key actors from different sectors to develop a common agenda for solving a specific social problem.**

*Source: FSG*

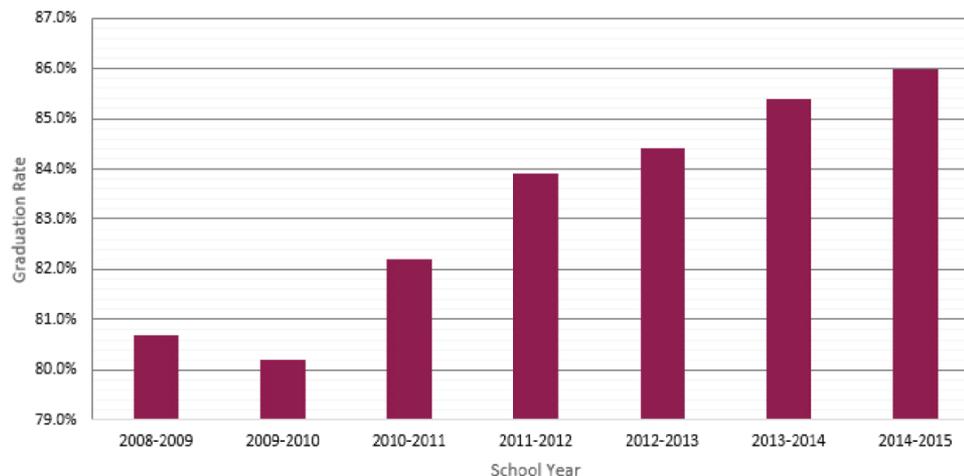


# GMM: “nested collective impact”

Since its launch in 2010, roughly 500 fewer students drop out every year, representing a \$5.9 million annual boost to the state’s economy. These new graduates will increase their lifetime earnings by \$95 million. Private sector investment in GMM is over \$1.3 million.



Montana's Graduation Rate 2008-2015



# From Individual Action to Collaborative Action: Aligning around Outcomes

## Collaborative Action

- A group working towards the same outcome,
- Using disaggregated student/school level data
- To continuously improve practices over time

## Coordinated Action

- A group working on the same issue,
- Sharing program information/design,
- Align efforts around a similar issue or population

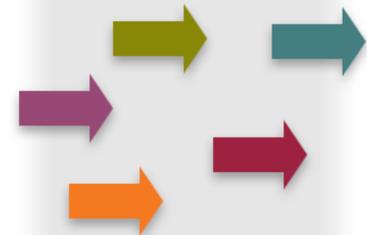
## Individual Action

- Individual practitioners working on specific issues,
- Collecting qualitative and quantitative data for their individual programs,
- Demonstrate impact with individual students



## Collective Impact

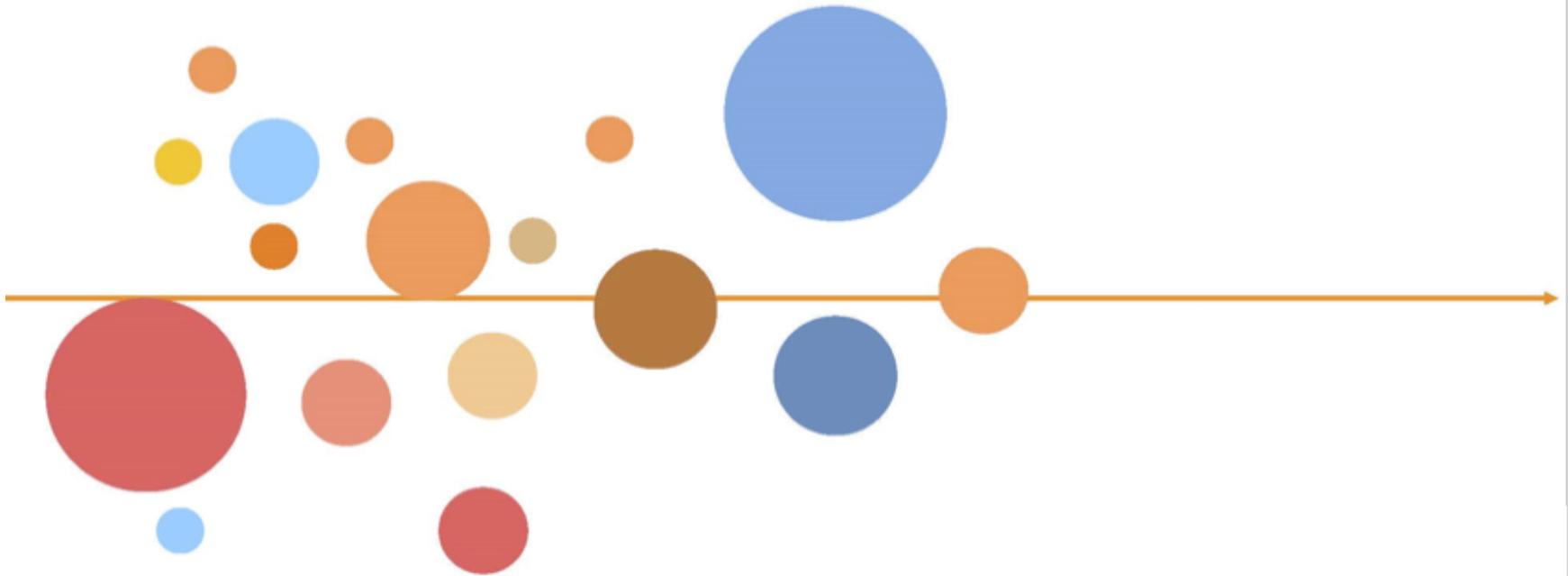
## Cumulative Impact



## Isolated Impact

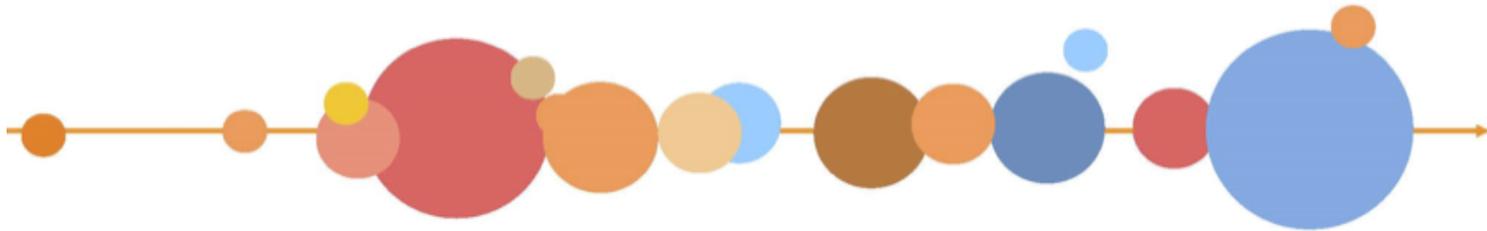


# What's our challenge?



**PROGRAM RICH  
SYSTEM POOR**

# What's our approach?



**INCREASED ALIGNMENT  
COMMUNITY CAPACITY  
COLLECTIVE IMPACT**

# *Collective Impact Leading Organizations & Resources*



**StriveTogether**

The logo for StriveTogether is displayed on a dark blue rectangular background. The word "Strive" is in white and "Together" is in orange, both in a bold, sans-serif font.

# *Preconditions for Collective Impact*

- Influential Champion(s)
- Urgency of issue
- Adequate Resources



# 5 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

**Diverse Voices \* Responsive \* Community Aspiration**

---

## Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable

**Exploring \* Alignment \* Tracking Progress \* Results**

---

## Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

**Weaving \* System \* Supportive \* Centered**

---

## Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

**Trust \* Transparency \* Ongoing \* Engagement**

---

## Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

**Facilitate \* Convener \* Coordinate \* Movement**

# The 5 Conditions of Collective Impact – *Self Assessment*

Your Project: \_\_\_\_\_

**Common Agenda** *All the members of the team know and agree to why they meet.*

*Strongly Disagree* ----- *Strongly Agree*

**Shared Measurement** *Data is “at the center” of our team’s work – it informs where we started, where we want to go and how far we’ve come.*

*Strongly Disagree* ----- *Strongly Agree*

**Mutually Reinforcing Activities** *Each team member tries to align their organizational activities (projects, grant opportunities, events and celebrations) to support the efforts of the whole team’s goals.*

*Strongly Disagree* ----- *Strongly Agree*

**Continuous Communication** *All team members feel “kept in the loop” about the vision and progress of the work and everyone feels able to share that information with others.*

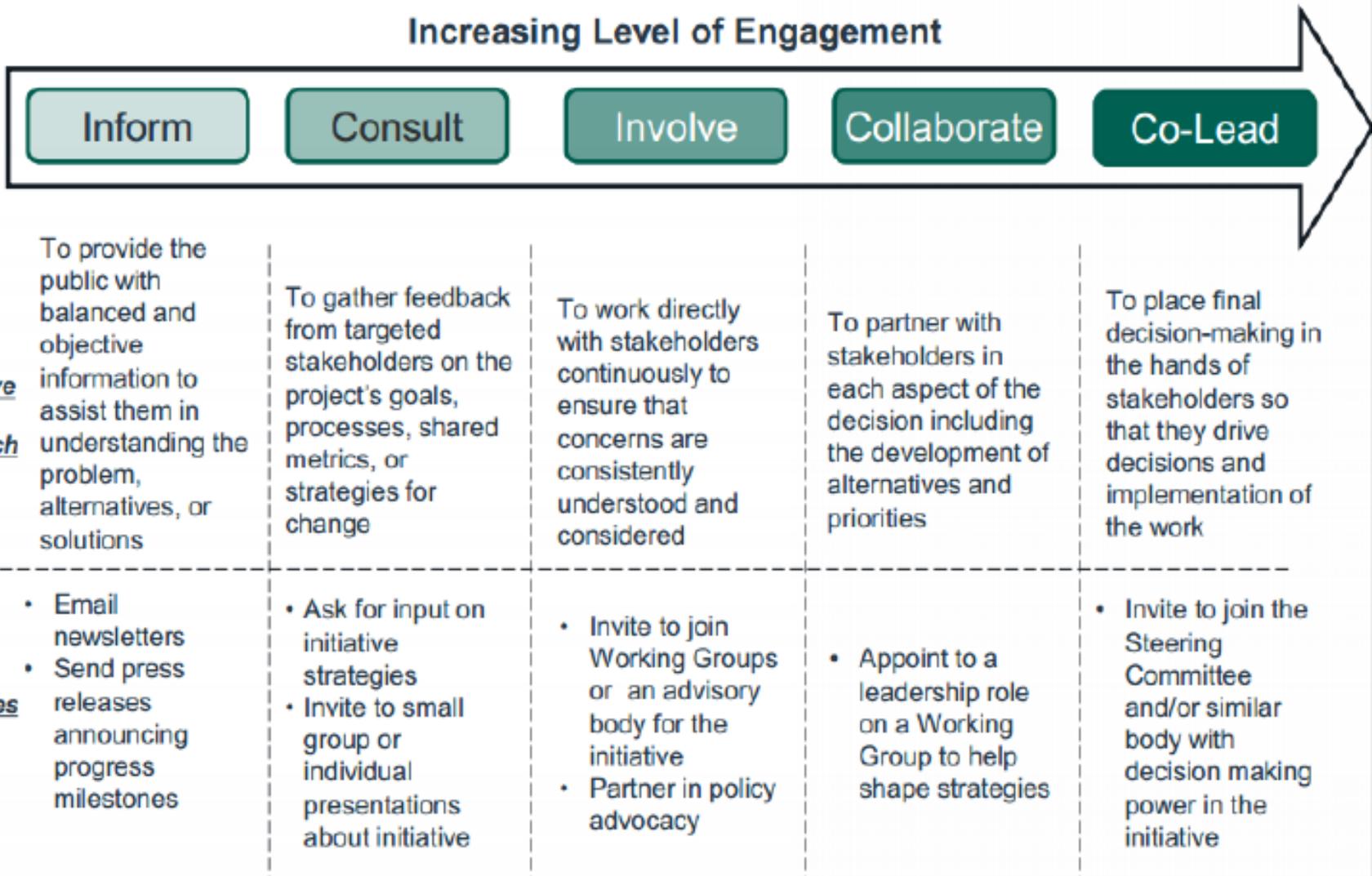
*Strongly Disagree* ----- *Strongly Agree*

**Backbone Support** *There is an organization that is clearly responsible and has the capacity to ensure that the team comes together and is productive in its efforts.*

*Strongly Disagree* ----- *Strongly Agree*

# Engagement continuum Know your table

Increasing Level of Engagement



# Engagement continuum Know your table

Increasing Level of Engagement

Inform

Consult

Involve

Collaborate

Co-Lead

**Objective of the Approach**

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions

To gather feedback from targeted stakeholders on the project's goals, processes, shared metrics, or strategies for change

To work directly with stakeholders continuously to ensure that concerns are consistently understood and considered

To partner with stakeholders in each aspect of the decision including the development of alternatives and priorities

To place final decision-making in the hands of stakeholders so that they drive decisions and implementation of the work

**Examples**

- Email newsletters
- Send press releases announcing progress milestones

- Ask for input on initiative strategies
- Invite to small group or individual presentations about initiative

- Invite to join Working Groups or an advisory body for the initiative
- Partner in policy advocacy

- Appoint to a leadership role on a Working Group to help shape strategies

- Invite to join the Steering Committee and/or similar body with decision making power in the initiative

In your project – What is the purpose of the group: are they there to inform, to involve? To collaborate? Does their purpose match your project goals? Why or why not?

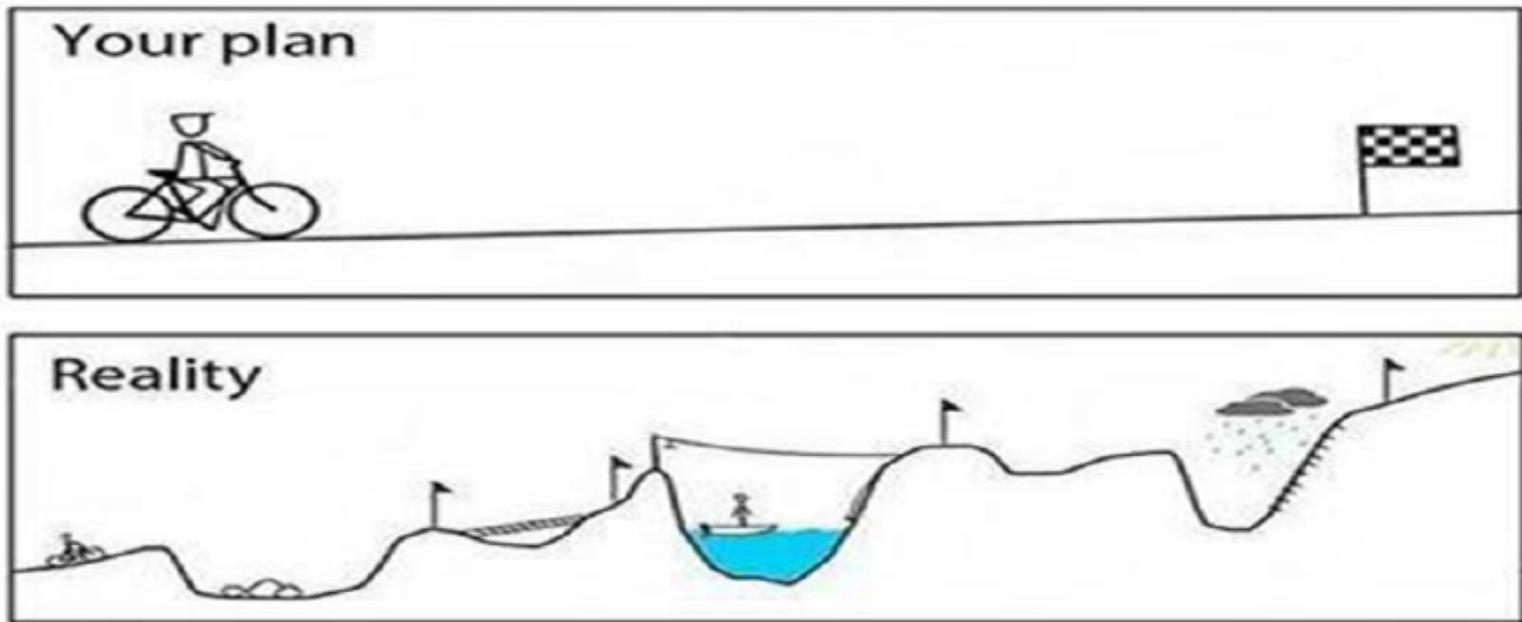


# Collective Impact in Rural Communities

## *What We're Learning*

- **Value of common language** for complex collaboration
- **Good pressure** to put data at the center of the work
- **Must be creative** about backbone functions w/limited organizational infrastructure in rural communities (ex: data and staff time)
- **Need to leverage existing relationships** access to power; multi-faceted personal & organizational relationships (“wearer of many hats”)

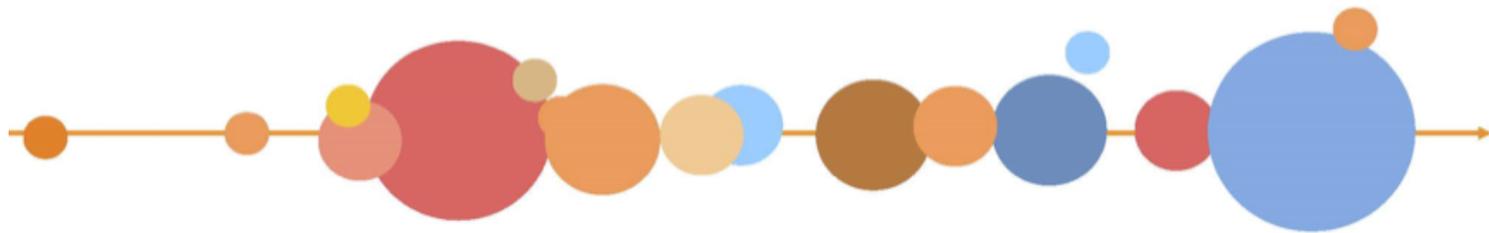
# *Our work ...*



Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

Margaret Mead

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