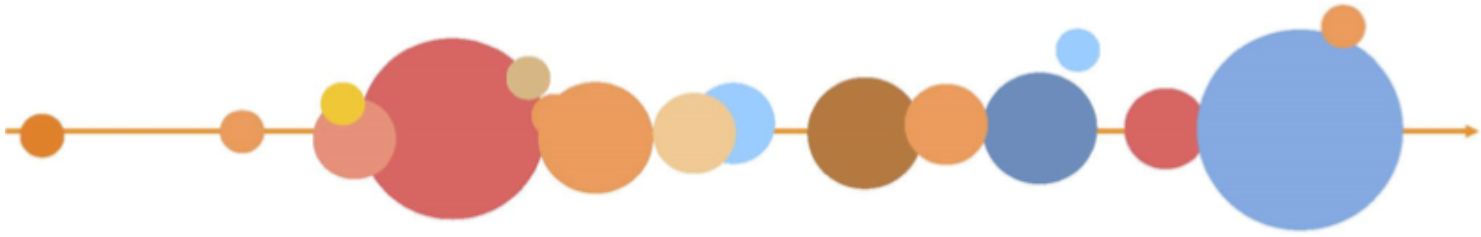
Collective Impact
workshop



Connecting for impact

Deb Halliday
Halliday & Associates

p: (406) 546-6991
e: deb@debhalliday.com
t: @deb_halliday
w: debhalliday.com

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Flathead Best Beginnings Community Council
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In our time together today, we will…

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

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How we strive to be together today

- we acknowledge each other as equals
- we listen to understand
- we remember that conversation is the natural way we humans think together
- we expect sometimes it will get a little messy
- what else?

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People own that which they help to build.

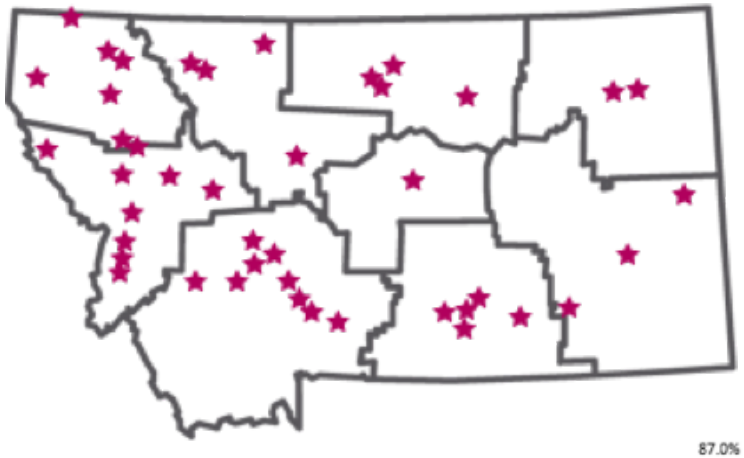
Margaret Wheatley

Human timeline…

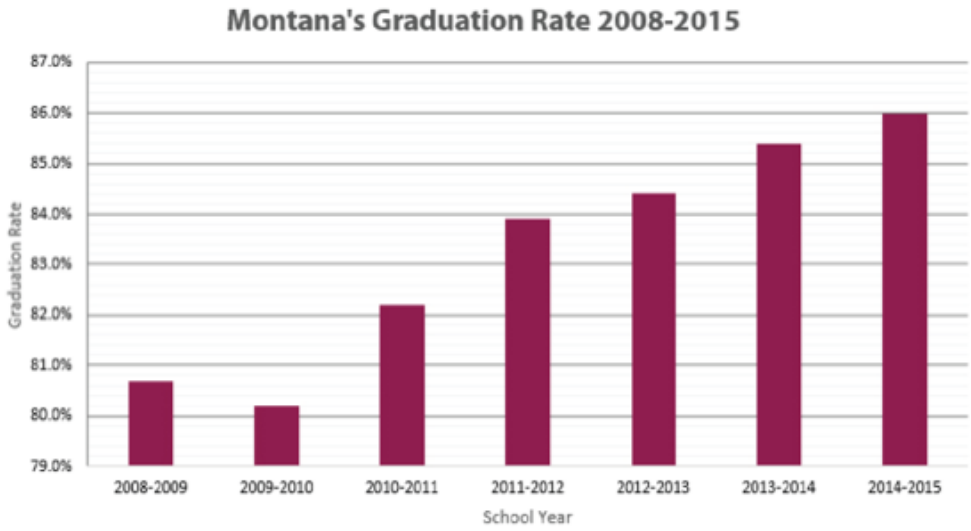
- *How long have you been a **community builder**?*

What led you to be a community builder? What do you love about it?

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.



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Cradle to Career Pathway

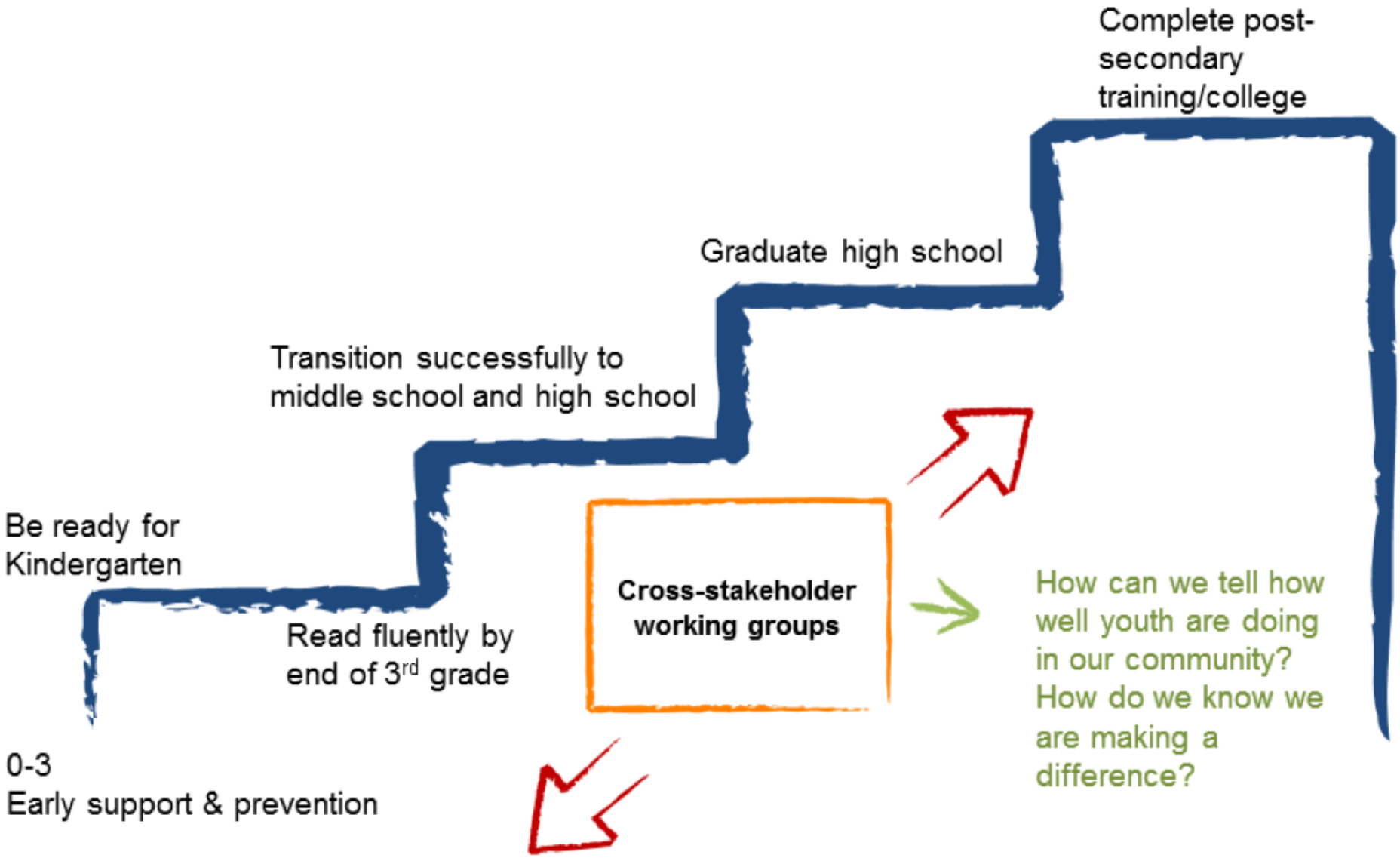

Image adapted from Education NW

3 Components of Effective Community Change

- Framework - a good framework provides both a roadmap and common language for a team to navigate change
- Principles - principles guide the way in which one *interprets & acts upon* the framework
- Practices - help move a team along a framework efficiently & (hopefully) joyfully

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Source: *Liz Weaver & Mark Cabaj, Tamarack Institute*

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

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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

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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 practioners 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

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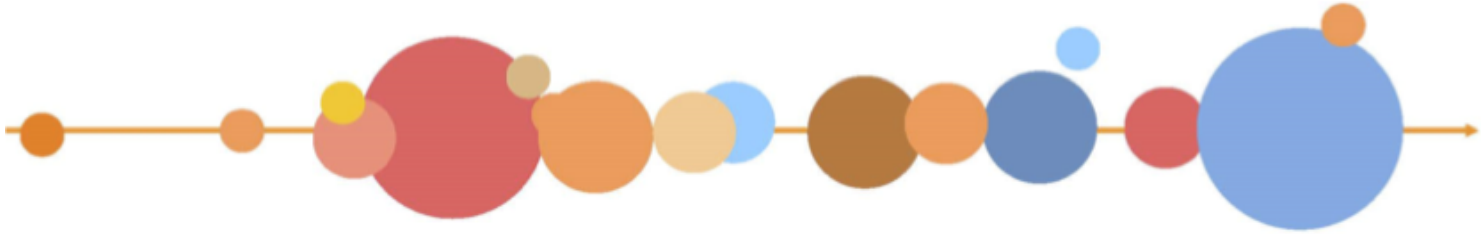
What's our approach?



INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT

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Collective Impact
Leading Organizations & Resources

“Progress moves at the speed of trust”

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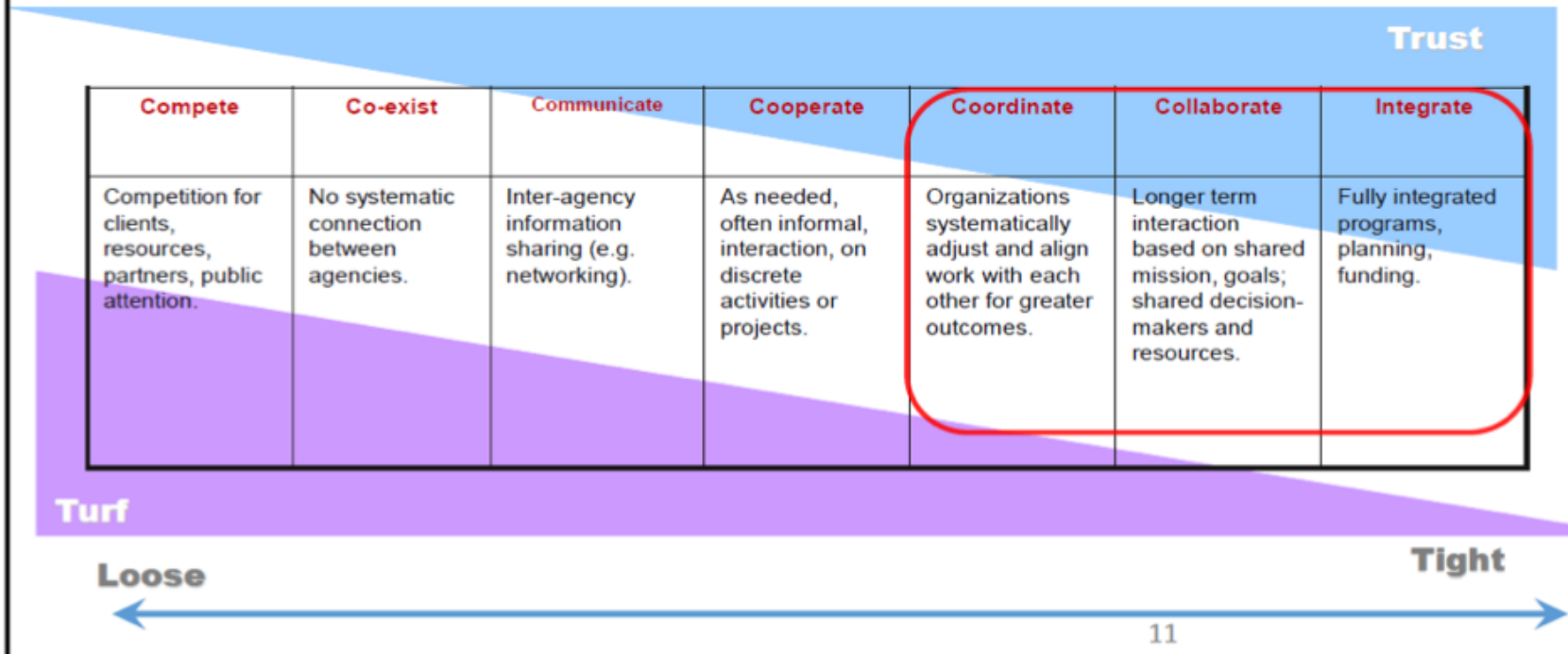
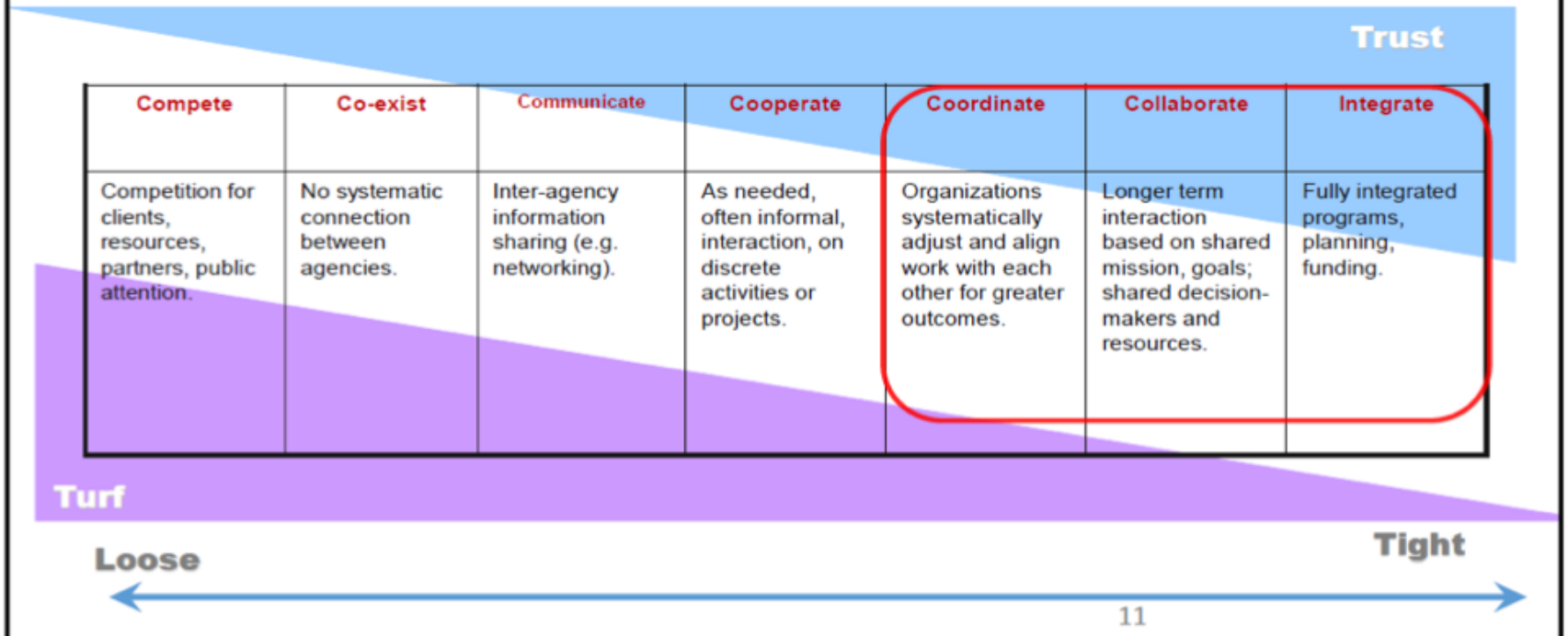
The Collaboration Spectrum



The Collaboration Spectrum



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.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

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Think of a project that you're involved in, or have been involved in, that operated in the red box.

Preconditions for Collective Impact

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

Why Influential Champions Matter

- Ability to raise the profile of the issue/initiative
- Ability to impact a system: redirect funding, program staff, policies & priorities
- Increase credibility with people from organizations you need involved
- Provide the passion for improving outcomes
- What else?

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Different Kinds of Influence

- Formal – elected officials, heads of organizations, media
- Informal – opinion leaders, “hubs”, patrons
- Moral – youth, indigenous, faith, elders
- Epicenters of change – United Way, foundations

What kinds of influencers do you already have engaged? Who else might you want to invite in? Why?

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Strategies to Help Create Urgency

- Help others **voice frustration** with existing, limited impacts
- Use data to tell a **compelling story**
- Conduct research & **release a report** that captures media attention and raises awareness
- **Elevate the voices** of people with lived experience
- Use a **compelling funding** opportunity

How have you been able to respond to or to create a sense of urgency in your initiative? What continues to be challenging?

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Adequate Resources

- Human resources: staffing; team members; people with lived experience
- Financial resources: staff & consultant time, grants
- Infrastructure resources: organizational home, meeting space, copies, “muffin $$”
- What else?

Which of these resources are NOT a challenge in your efforts? How are you addressing resources that ARE a challenge to your efforts?

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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

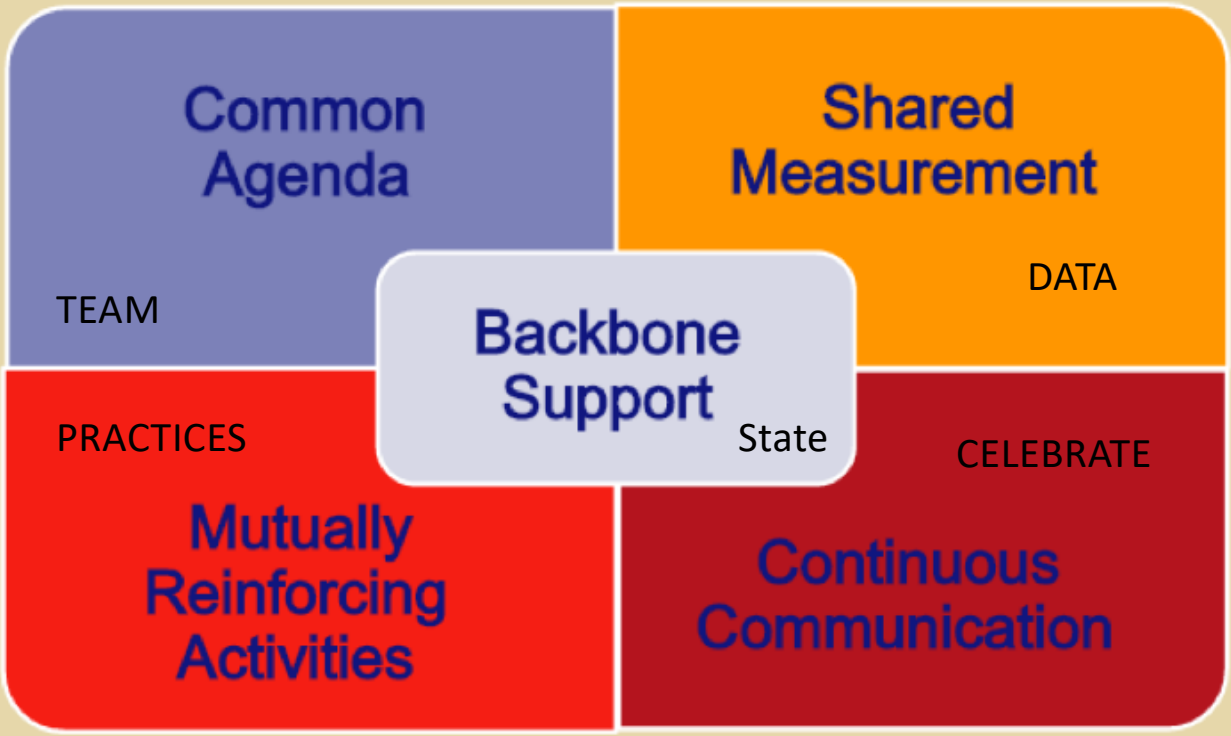
Backbone Support

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

Source: FSG

Five Conditions of Collective Impact



Source: Stanford Social Innovation Review: Collective Impact (Winter, 2011)

Graduation Matters Montana
opi.mt.gov

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.*

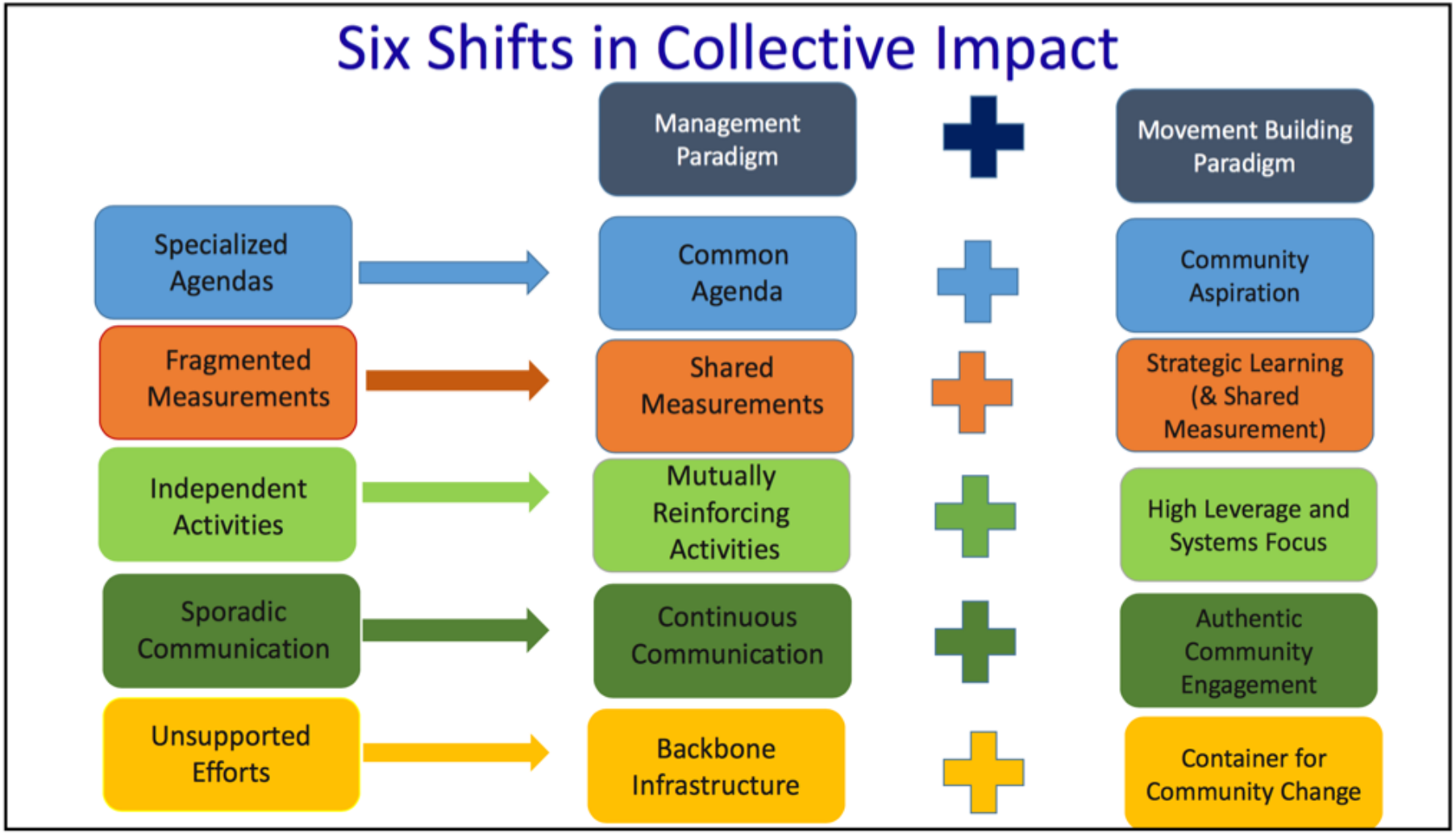
Strongly Disagree ----------Strongly Agree

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.*

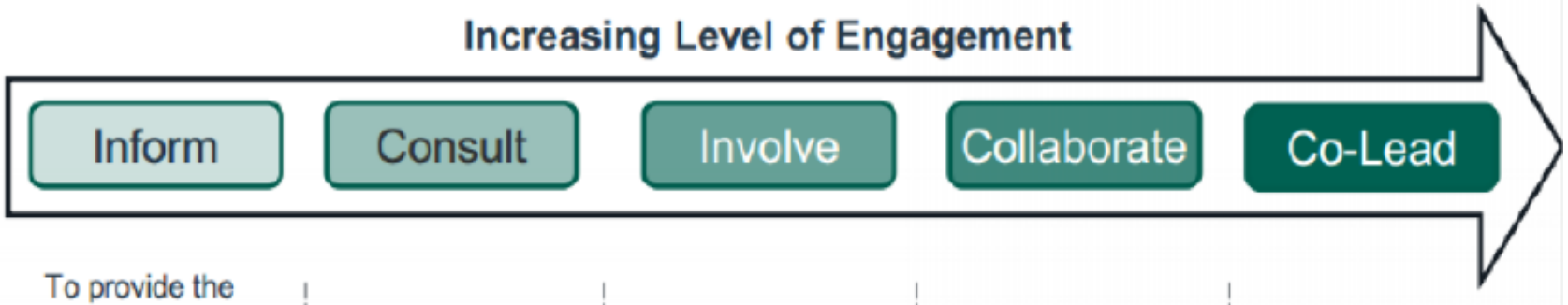
Strongly Disagree ----------Strongly Agree

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

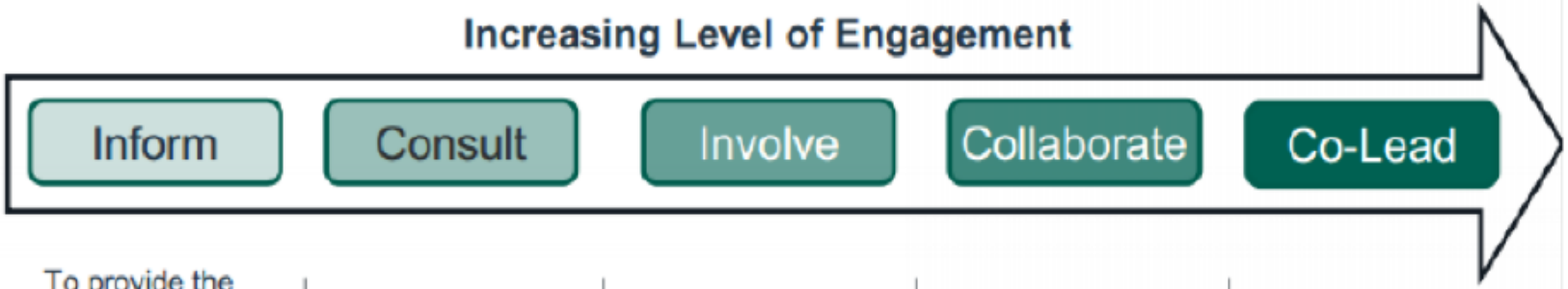

Six Shifts in Collective Impact
Management Paradigm
Movement Building Paradigm
Specialized Agendas
Common Agenda
Community Aspiration
Fragmented Measurements
Shared Measurements
Strategic Learning (& Shared Measurement)
Independent Activities
Mutually Reinforcing Activities
High Leverage and Systems Focus
Sporadic Communication
Continuous Communication
Authentic Community Engagement
Unsupported Efforts
Backbone Infrastructure
Container for Community Change

Engagement continuum Know your table



	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

Engagement continuum Know your table



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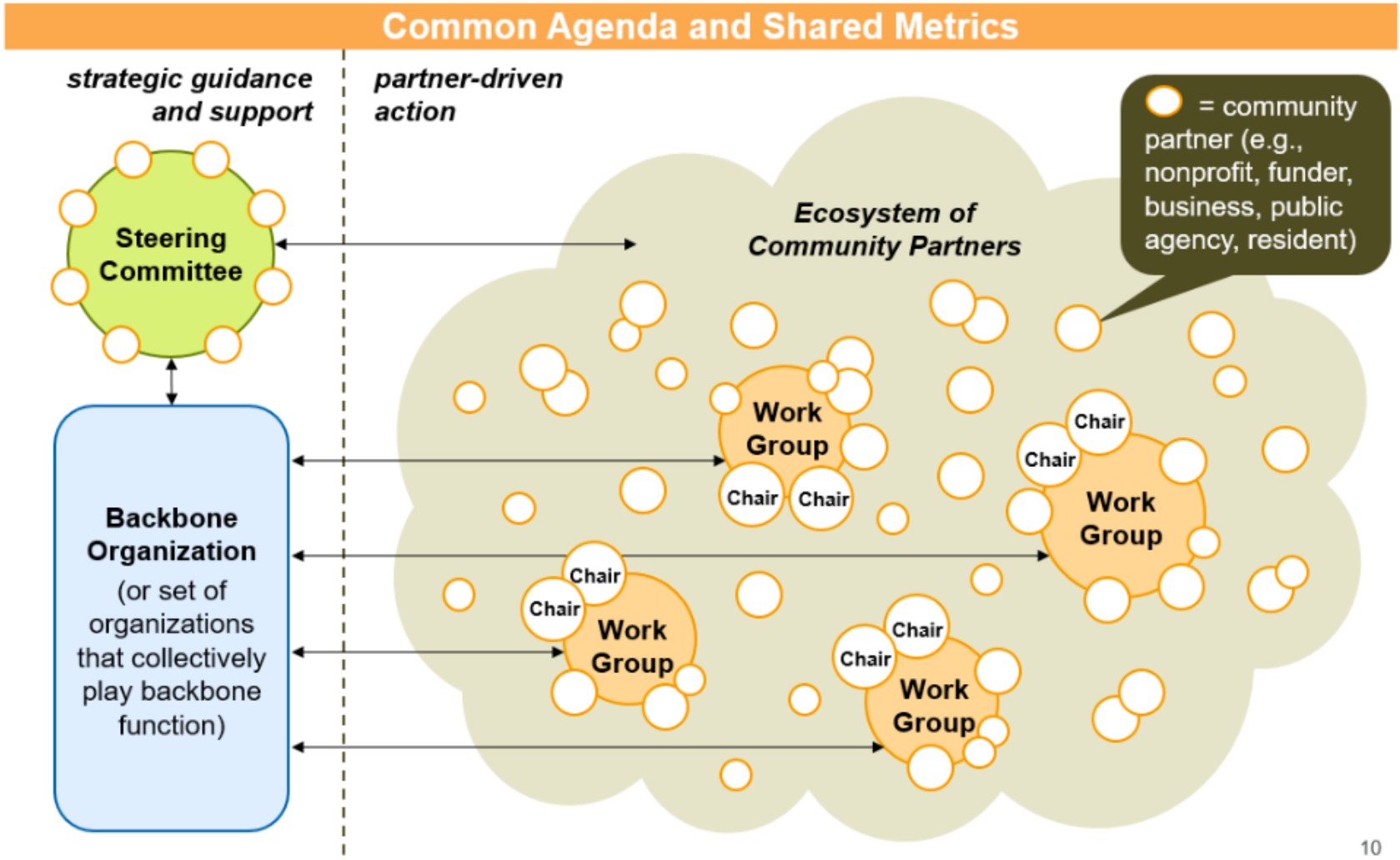
In your project – What is the purpose of the group: are they there to inform, to involve? To collaborate? Does their purpose match your project goals? Why or why not?

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance and infrastructure	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
Strategic planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
Community engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice - gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation and improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)

Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty



* Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman, 2008.

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Shared Roles in Collective Impact

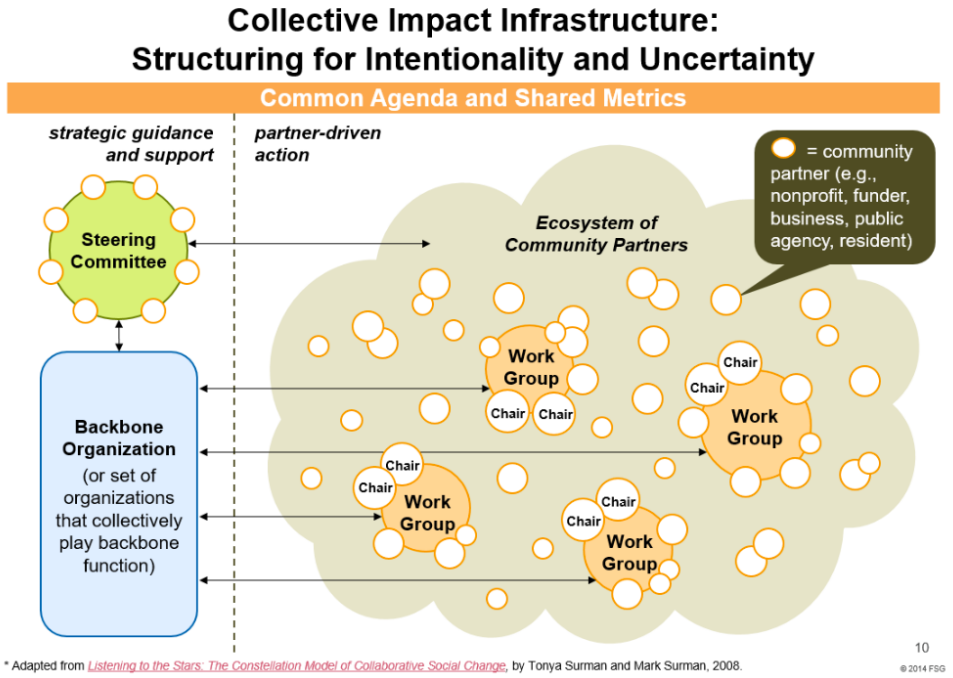
How is your collaborative work structured similarly or differently? If helpful, draw how you see the structure of your collaboration.

Steering Committee

Working Group

Backbone

Community Partner



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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")

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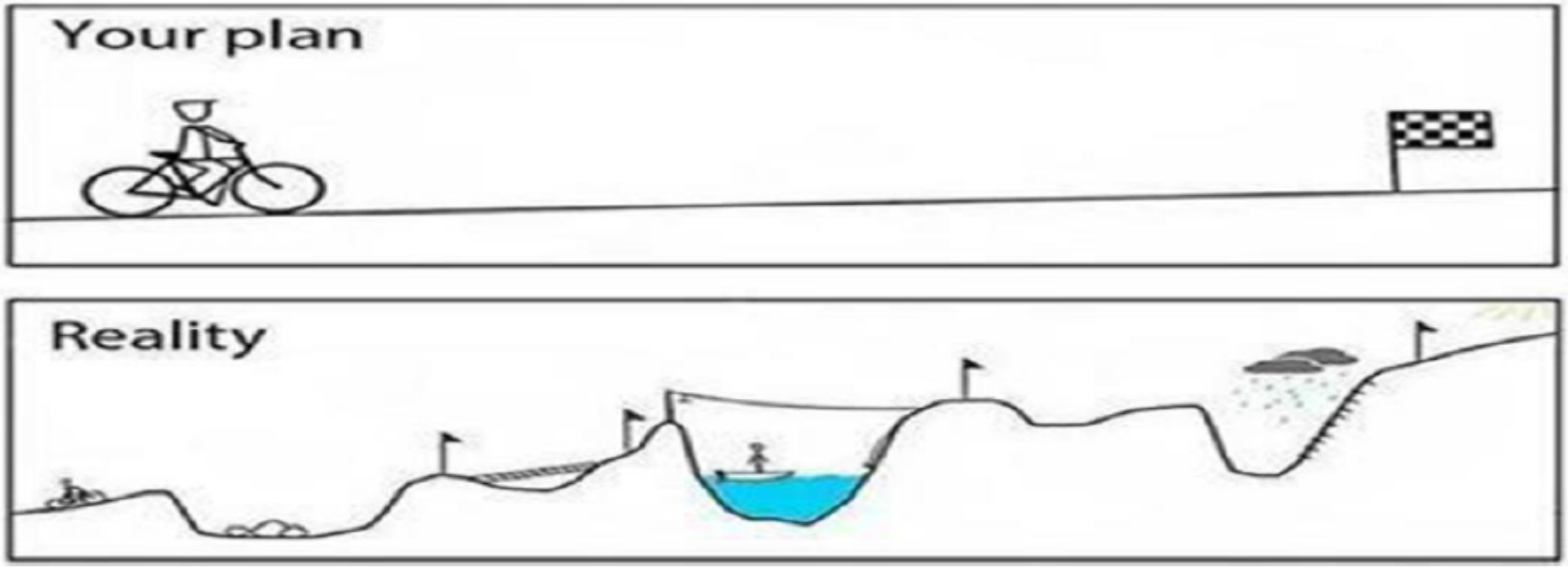
Our work …



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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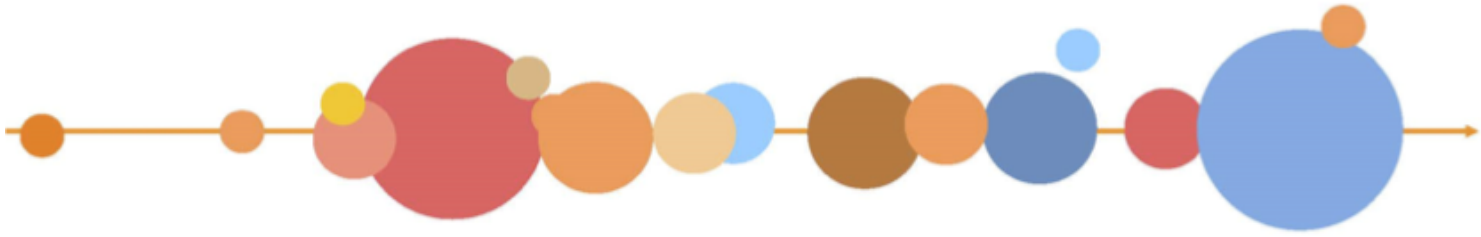

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