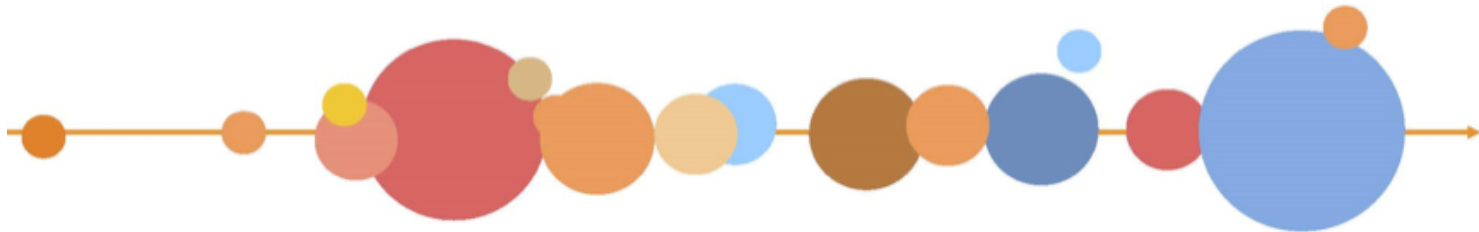


# Missoula Collective Impact *Reboot & Backbone Workshop*



**Connecting for impact**

**Deb Halliday**  
Halliday & Associates

**p:** (406) 546-6991  
**e:** [deb@debhalliday.com](mailto:deb@debhalliday.com)  
**t:** @deb\_halliday  
**w:** [debhalliday.com](http://debhalliday.com)

April 14, 2017

# Overview of Today

<b>9:00a</b>	Welcome, Intros & Overview	<i>Susan, John &amp; Deb</i>
<b>9:15a</b>	Journey Mapping	What's our recent history & where are we heading?
<b>9:45a</b>	Collective Impact: <u>Self Assessment</u>	How'd we do? What does it mean moving forward?
<b>10a</b>	Mapping our CI Infrastructure	Where are we strong? What's missing?
<b>10:15a</b>	Backbone: The role & how they are organized	What's the best and next-best fit for Missoula now? In 2 – 5 years?
<b>10:30a</b>	Next Steps for the Missoula Collective Impact	Who's in to help think through the next steps?

# Ground Rules for 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?

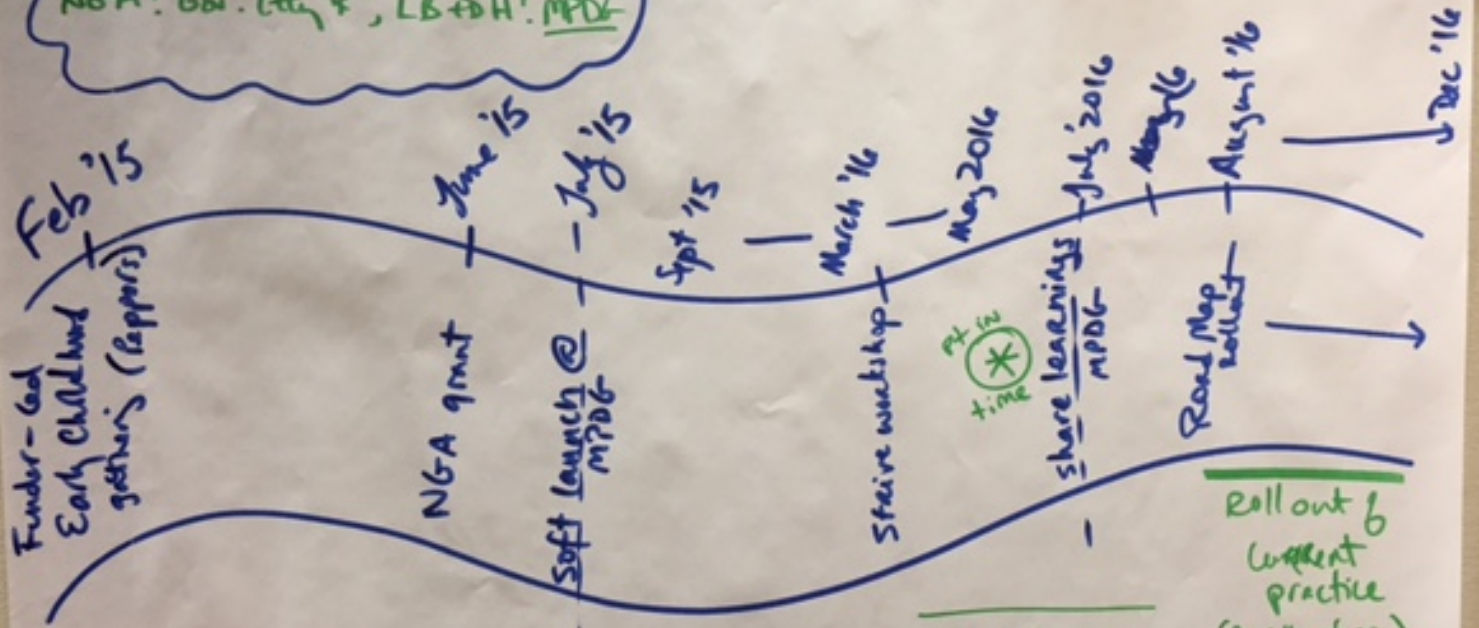
***Journey mapping:***

*What's our recent history, and  
where are we heading?*

2017

Key sessions TA; Cap Wds; refining/draft  
NGA? Gov? City? ; LB+DH? MPD

# GMM - Early Learning



sense making  
(GMM framework application, need; scope/capacity)

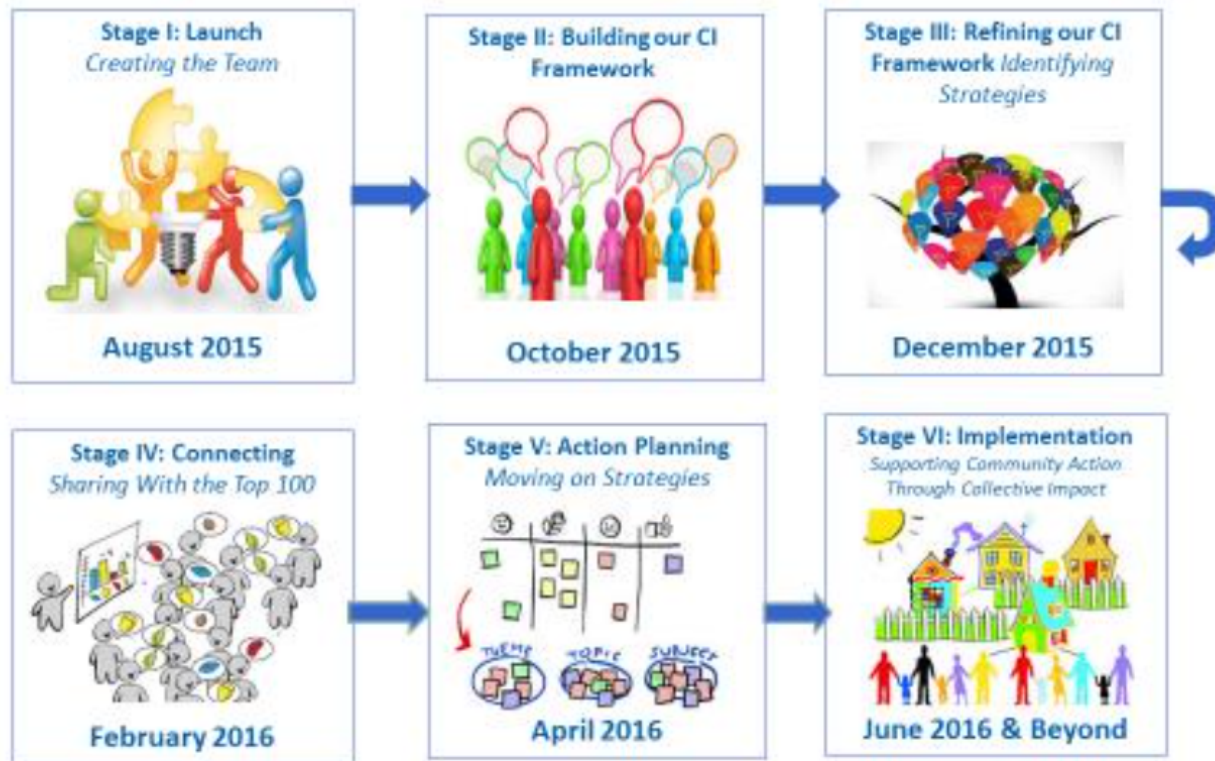
outreach (city; key partners - DEHHS; Gov, etc)

team discovery - in the field; refining framework; develop cona.

identifying the key area(s) of relevance (ex: Krecklin)

Roll out of current practice (teacher train)  
Refining + ~~revising~~ exploration of next steps (TA; training)

## Example: HCP Collective Impact Project Road Map



***Collective impact self-assessment:***

*How'd we do? What does it mean  
moving forward?*

# 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*

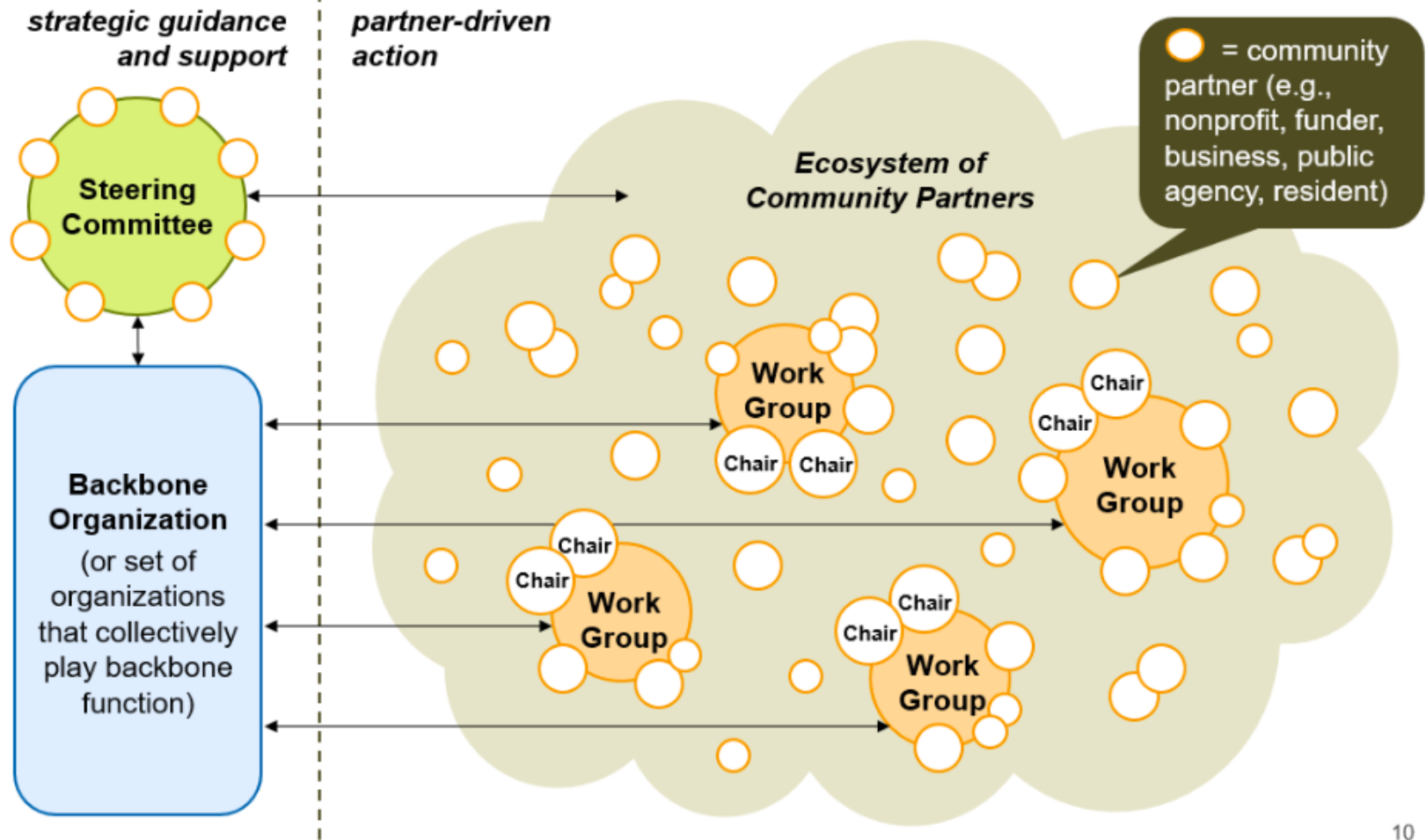
Source: Deb Halliday (406) 444-3559 [www.debhalliday.com](http://www.debhalliday.com)

***Mapping our CI infrastructure:***

*Where are we strong? What's missing?*

# Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty

## Common Agenda and Shared Metrics



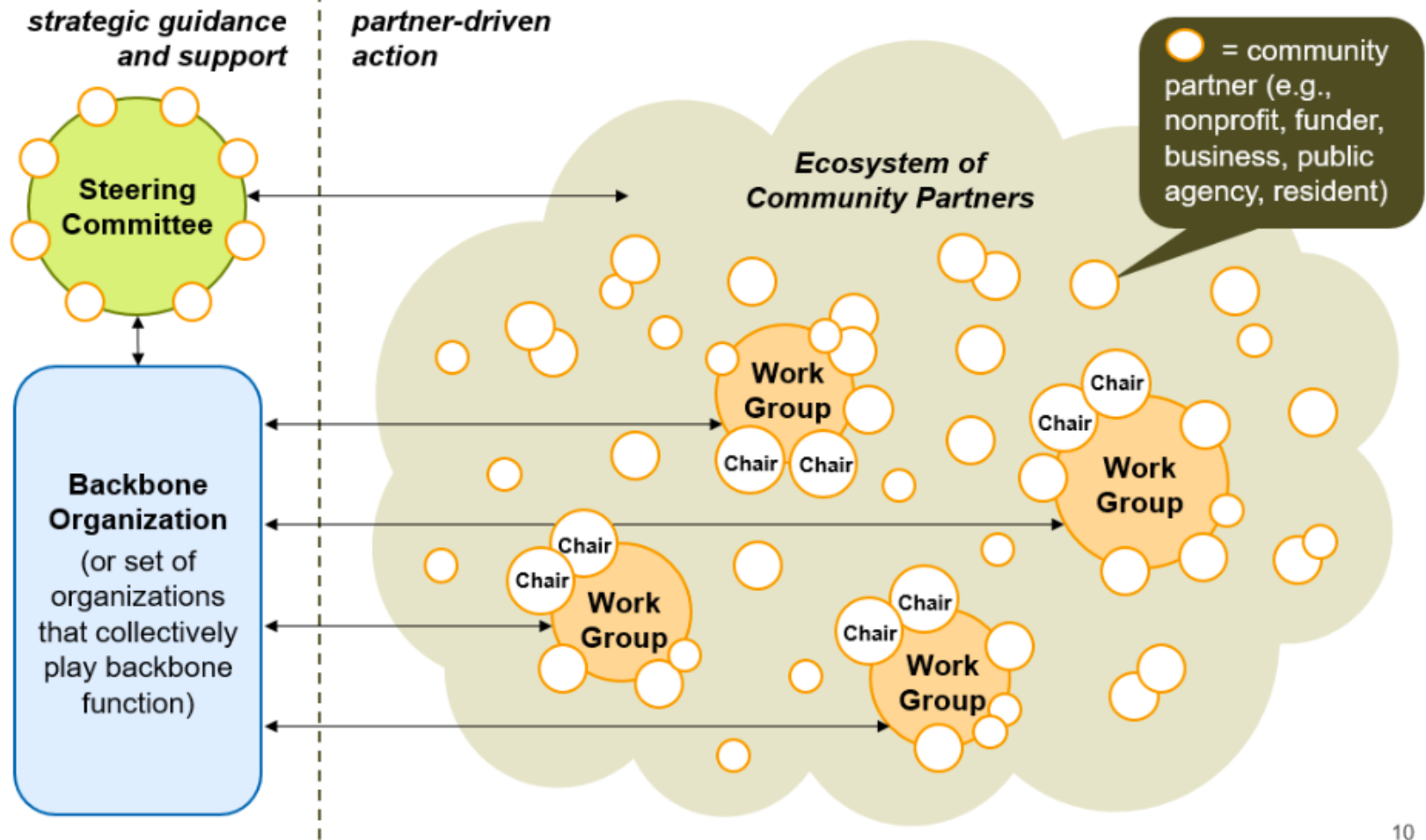
\* Adapted from [Listening to the Stars: The Constellation Model of Collaborative Social Change](#), by Tonya Surman and Mark Surman, 2008.

***Backbone role & structure:***

*What's the best and next-best fit for  
Missoula now? In 2 – 5 years?*

# Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty

## Common Agenda and Shared Metrics



\* Adapted from [Listening to the Stars: The Constellation Model of Collaborative Social Change](#), by Tonya Surman and Mark Surman, 2008.

# The Role of Backbone

- Guide vision & strategy
- Advocate adherence to conditions
- Support aligned activities
- Establish shared measurements
- Build public will
- Mobilize funding

# The Role of Backbone

## *Common Misperceptions*

### Common Misperceptions

- The backbone organization **sets the agenda** for the group
- The backbone organization **drives the solutions**
- The backbone organization **receives all the funding**
- The role of backbone **can be self appointed** rather than selected by the community
- The role of backbone **isn't fundamentally different from "business as usual"** in terms of staffing, time, and resources

# Backbone Structures

CI is Stand Alone Charity or Non-Profit with Backbone Staff		Backbone staff housed in another organization (Fiscal Sponsor)	
<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>• Board of directors with clear governance structure as identified in charitable and non-profit models</li> <li>• Mission and vision aligned with the leadership table</li> <li>• Ability to provide a charitable number for funding purposes</li> <li>• Board of Directors assumes risks: hiring/firing staff, financial oversight, etc</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>• Support two leadership structures which might be in competition, board and leadership table</li> <li>• Partners might perceive that funding is going to support the stand alone charity</li> <li>• Requires own infrastructure – accounting, back office, office space, etc</li> <li>• Partners might perceive that the charity is in competition with other charities in the community</li> <li>• More complicated ‘to go out of business’ when the goal has been achieved</li> <li>• Board member terms might be shorter than leadership table member terms</li> </ul>	<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>• Fiscal sponsor assumes risks: hiring/firing staff, financial oversight, etc</li> <li>• Fiscal sponsor may provide infrastructure support – office space, accounting, financial management, HR management</li> <li>• Fiscal sponsor may have credibility to bring influential partners to the table (funder, large organization, business, government)</li> <li>• Role clarity between the fiscal sponsor and the Leadership table is helpful (MOU)</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>• An additional layer or layers of accountability for backbone staff reporting both to the leadership table and to the fiscal sponsor CEO and Board of Directors</li> <li>• Conflicts may arise between the fiscal sponsor mission and the CI mission/common agenda</li> <li>• Fiscal sponsor may only be committed to this support role for 3 – 5 years thereby requiring the CI Leadership table to find a new fiscal sponsor</li> </ul>
Backbone staff housed across multiple organizations		Leadership table takes on the backbone functions with no staff	
<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>• Engagement of multiple leadership table partners in the role of the backbone</li> <li>• Risk is shared across a variety of organizations in a way that no single partner assumes all the risk</li> <li>• Role clarity amongst the partners is required when multiple organizations are involved</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>• Confusion for staff about who is accountable to who or which organization for what</li> <li>• Greater ability for conflicts to emerge when one partner thinks it is doing more than the other partners</li> <li>• Allows for duplication and requires greater collaboration across backbone staff team</li> </ul>	<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>• Leadership table members deeply engaged in the collective impact effort</li> <li>• Backbone functions shared across multiple organizations and leaders in the community</li> <li>• Risk is shared across a variety of organizations in a way that no single partner assumes all the risk</li> <li>• Role clarity amongst the partners is required when multiple organizations are involved</li> <li>• May be a useful approach for small communities</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>• Collective impact effort may become a side of the desk activity because the individual organizational outcomes have priority</li> <li>• Greater ability for conflicts to emerge when one partner thinks it is doing more than the other partners</li> <li>• Allows for duplication and requires greater collaboration across backbone staff team</li> </ul>

Source: Tamarack Institute

# Backbone Structures

What's the best and next-best fit for Missoula now?

In 2 – 5 years?

## Tools and Resources

- Backbone Structures - Pro's and Con's - <http://tamarackcci.ca/blogs/liz-weaver/backbone-structures-and-governance-strategies>
- Collective Impact Forum – Tools for Backbones - <https://collectiveimpactforum.org/resources/tools-backbones>
- Measuring Backbone Contributions to Collective Impact (FSG Article) - <https://collectiveimpactforum.org/resources/measuring-backbone-contributions-collective-impact>



StriveTogether



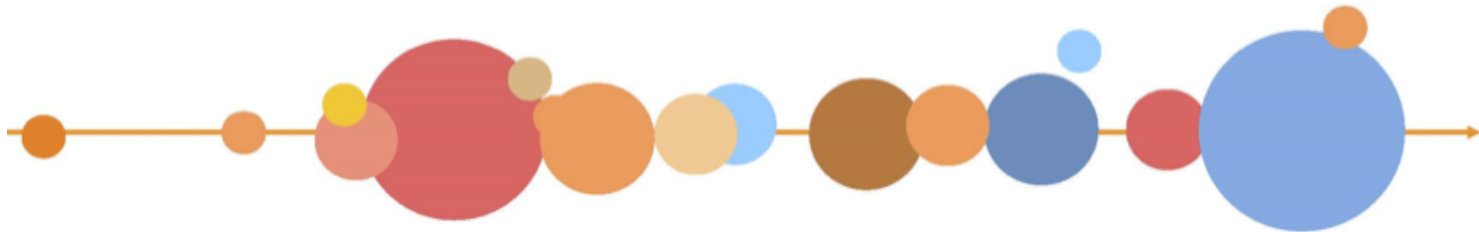
Connecting for impact



## ***Next Steps:***

*Who's in to help think through next steps? What's realistic timeline?*

# Missoula Collective Impact *Reboot & Backbone Workshop*



Connecting for **impact**

**Deb Halliday**  
Halliday & Associates

**p:** (406) 546-6991  
**e:** [deb@debhalliday.com](mailto:deb@debhalliday.com)  
**t:** @deb\_halliday  
**w:** [debhalliday.com](http://debhalliday.com)

April 14, 2017