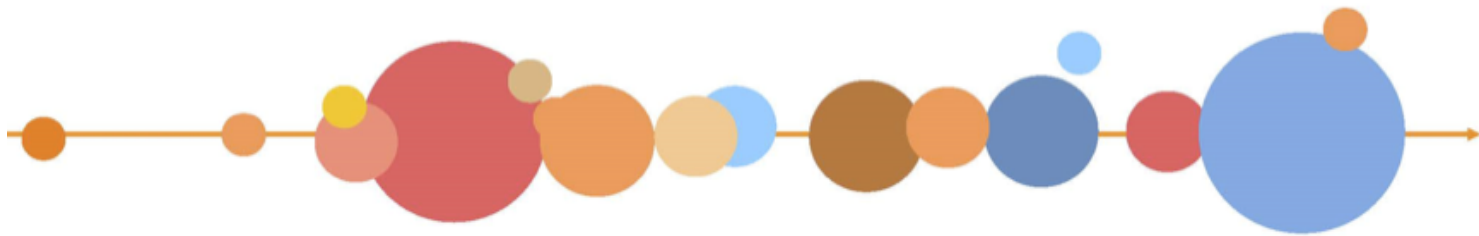


Connecting the Dots: *How to strengthen your work through collective impact*



Connecting for impact

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Prepared for:
United Way of Missoula County
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People own that
which they help
to build.

Margaret Wheatley

Impromptu networking...

“What big question or challenge do you bring to your community 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?

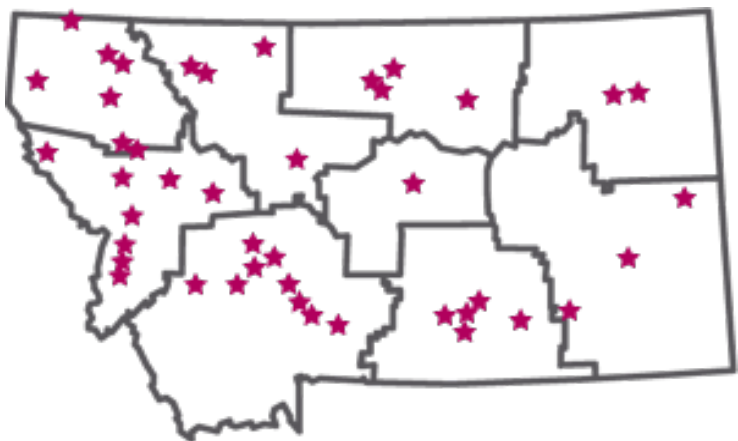
Collective impact is the commitment of a group of key actors from different sectors to develop a common agenda for solving a specific social problem.

Source: FSG

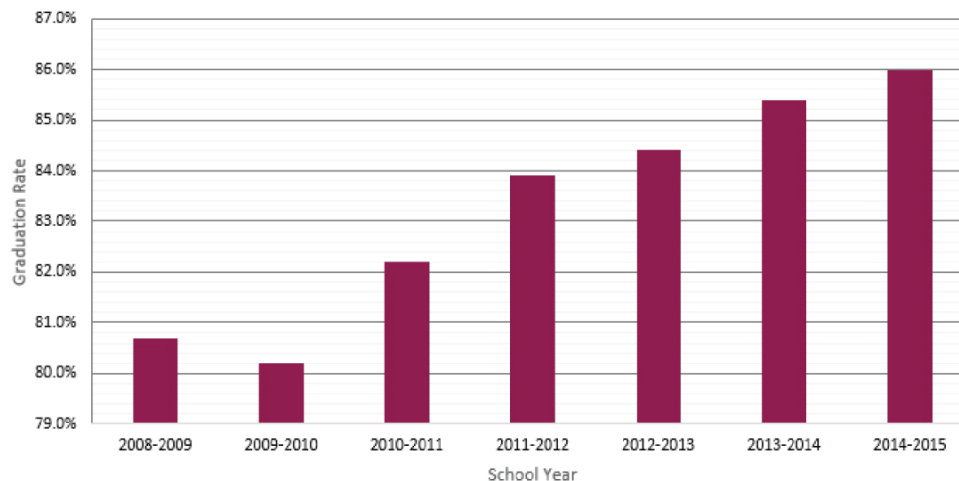


GMM: “nested collective impact”

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



Cradle to Career Pathway

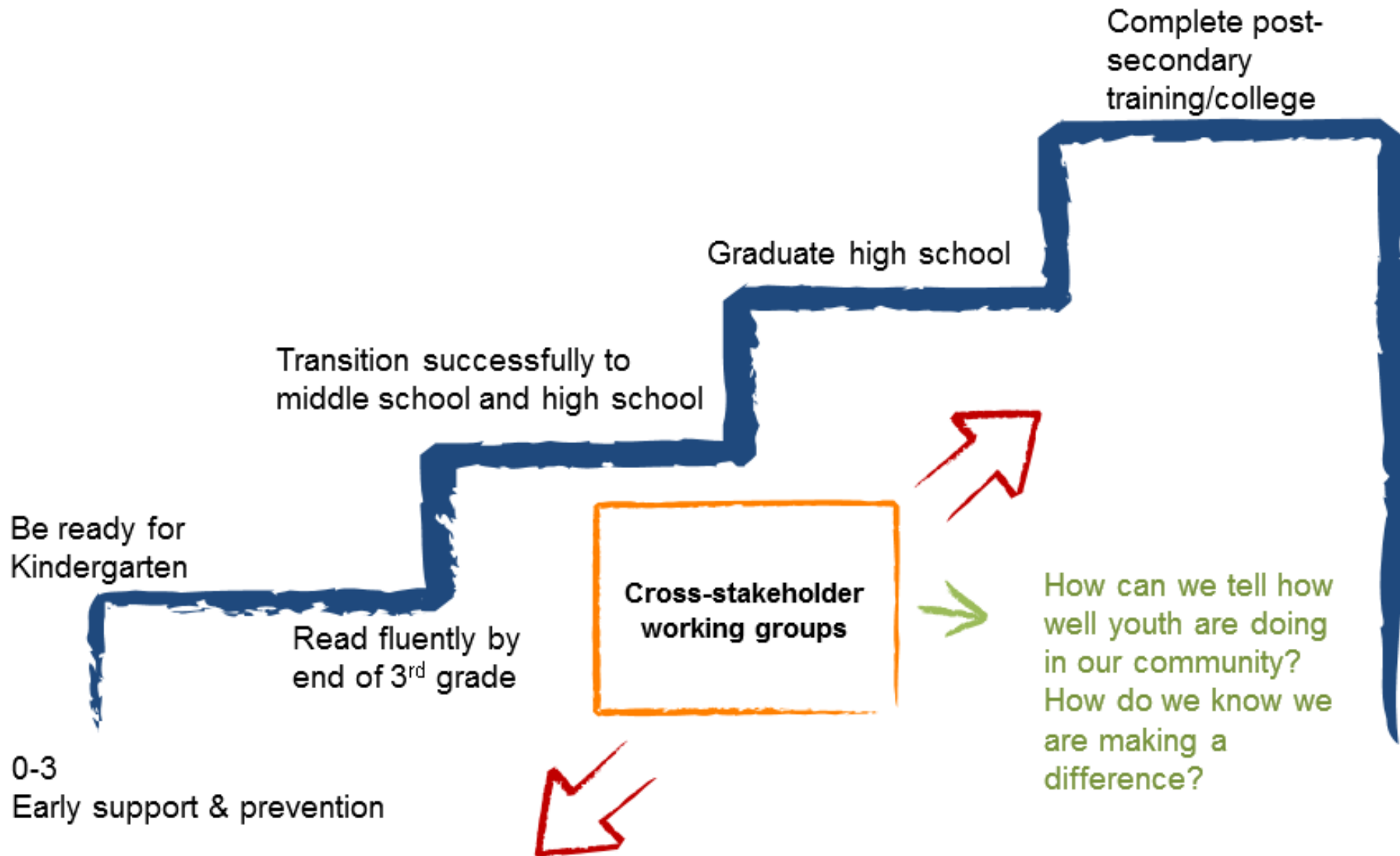


Image adapted from Education NW

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



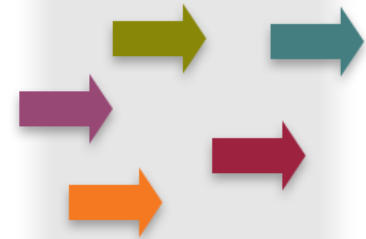
Collective Impact

Coordinated Action

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



Cumulative Impact



Individual Action

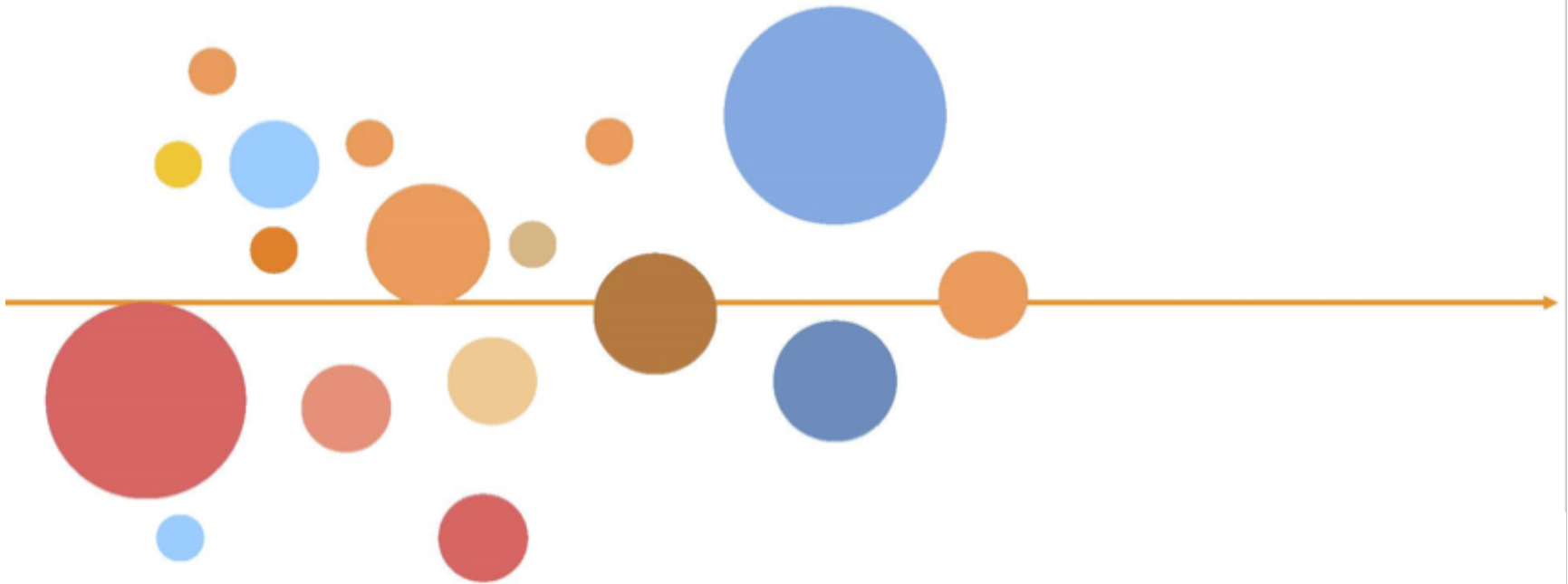
- Individual practitioners working on specific issues,
- Collecting qualitative and quantitative data for their individual programs,
- Demonstrate impact with individual students



Isolated Impact

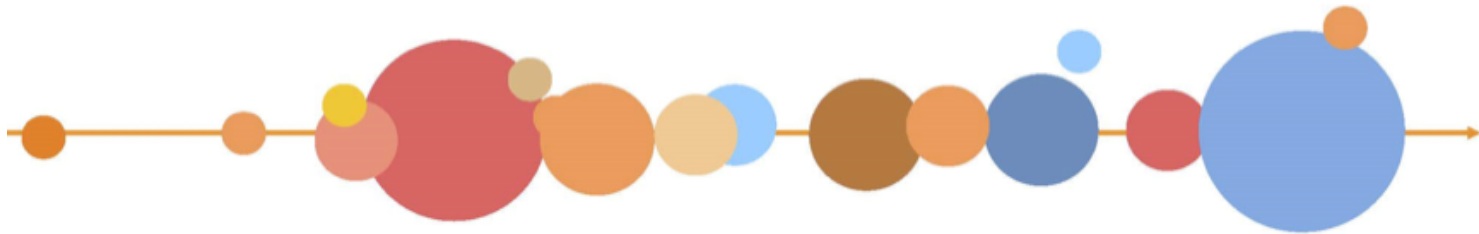


What's our challenge?



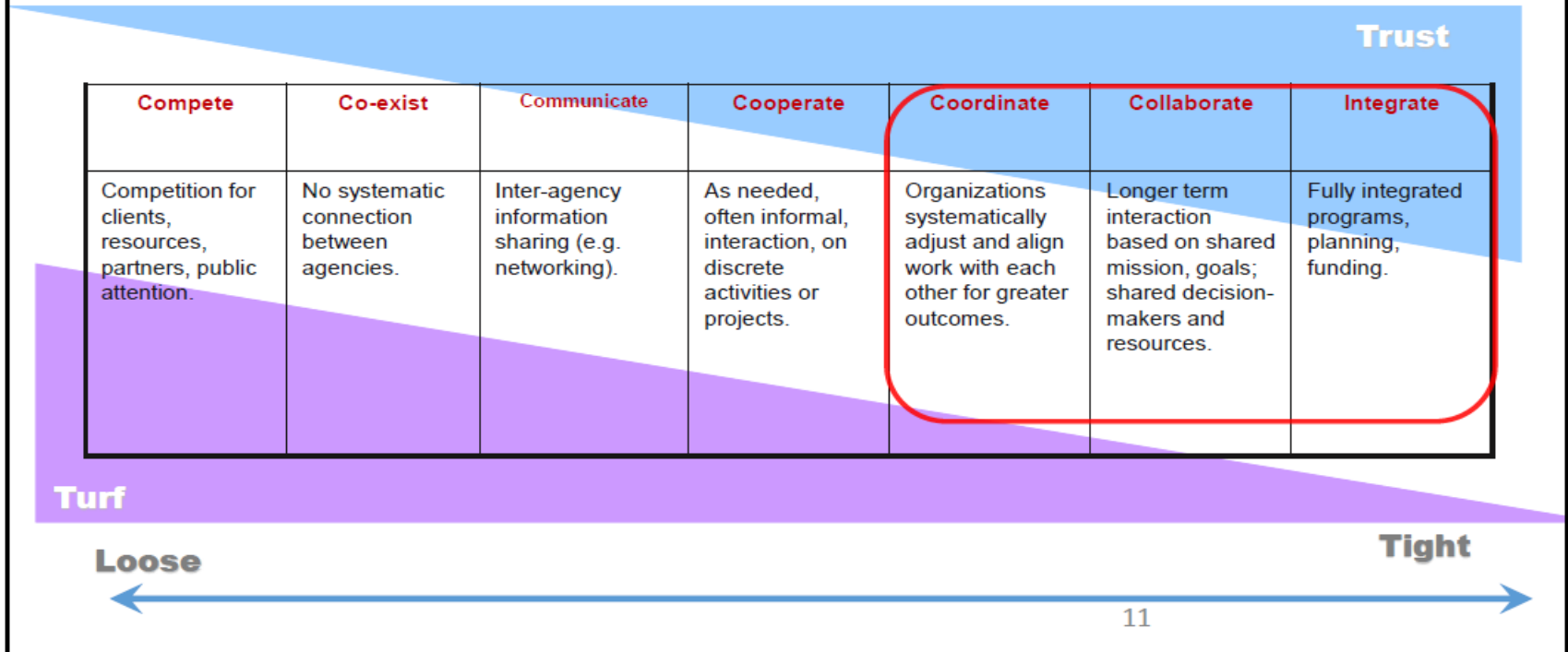
**PROGRAM RICH
SYSTEM POOR**

What's our approach?

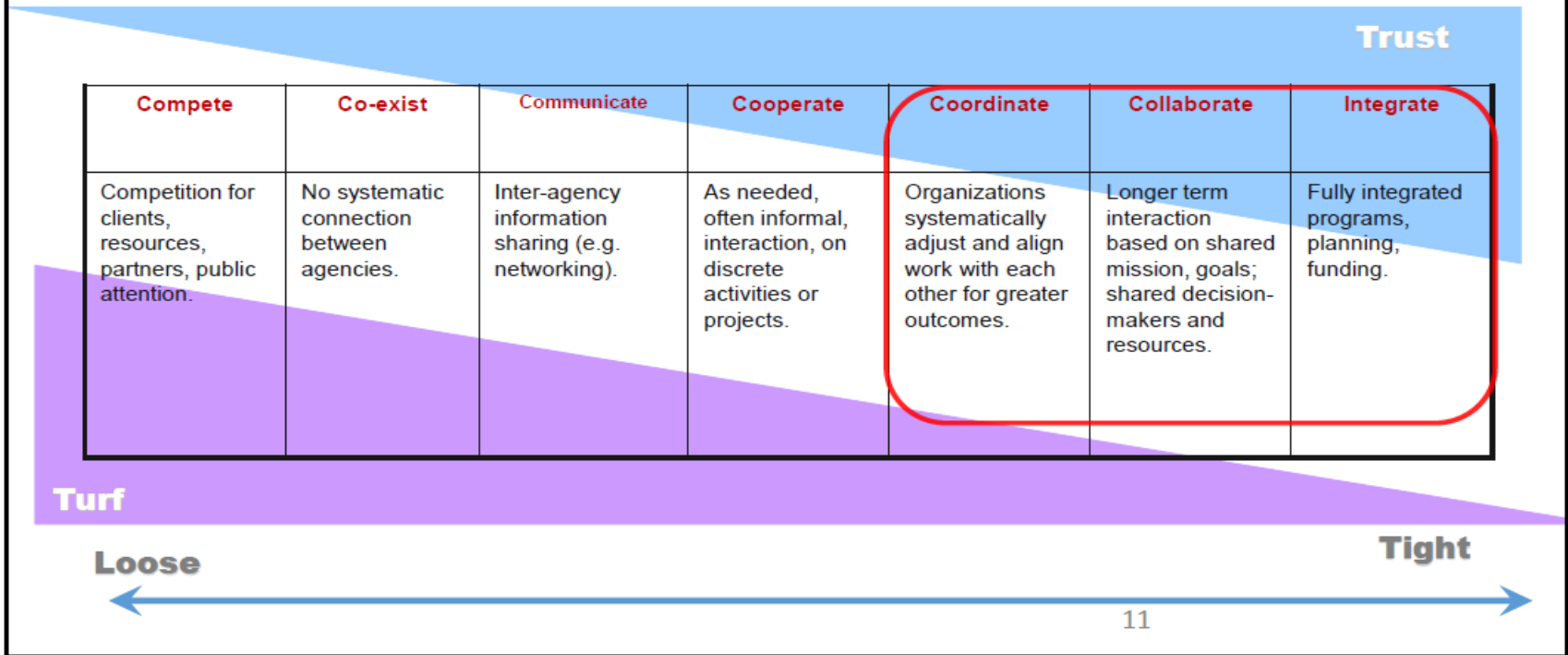


**INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT**

The Collaboration Spectrum



The Collaboration Spectrum



In your project – where are you – where do you want to be – what keeps you from getting there?

Collective Impact Leading Organizations & Resources



StriveTogether

The logo for StriveTogether is set against 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*

Source: Deb Halliday (406) 444-3559 www.debhalliday.com



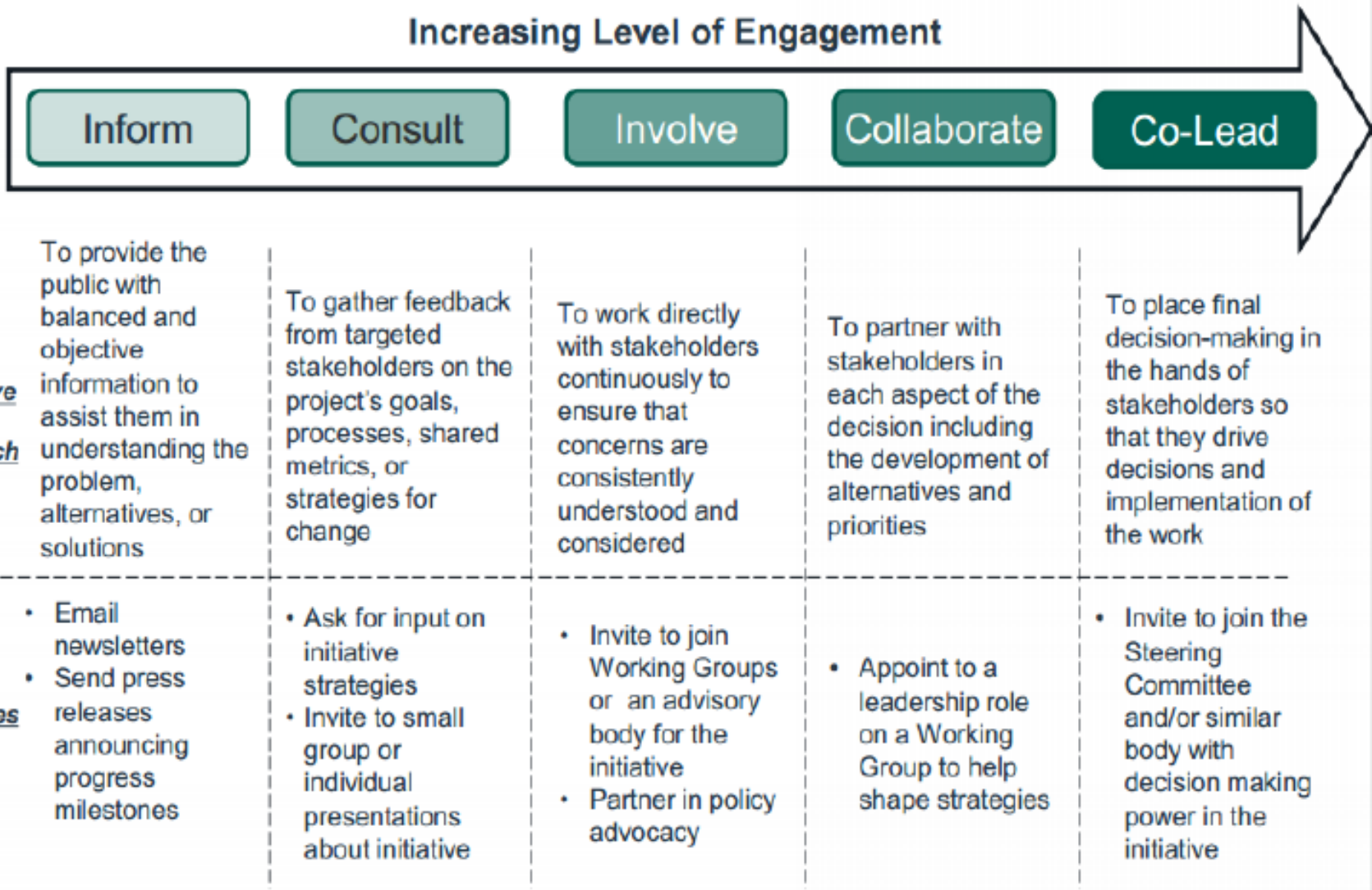
Collective Impact in Rural Communities

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”)

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

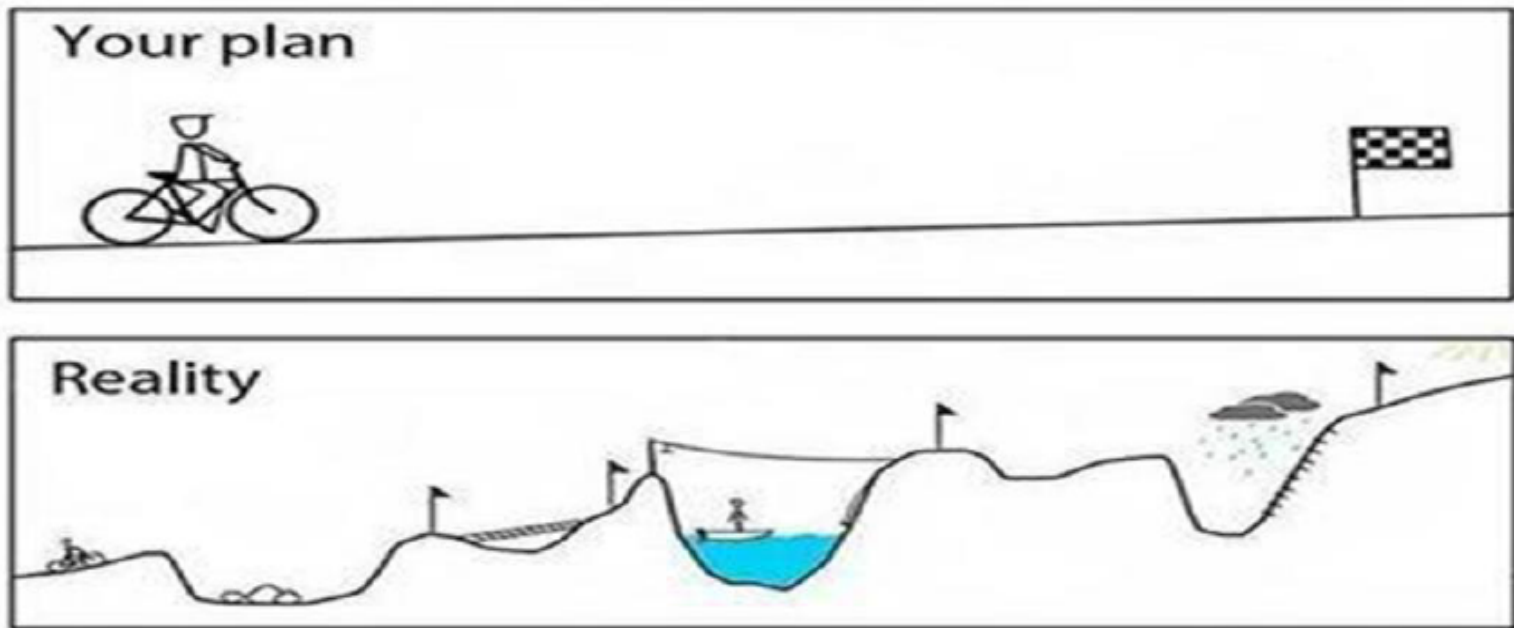
- Invite to join Working Groups or an advisory body for the initiative
- Partner in policy advocacy

- 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?

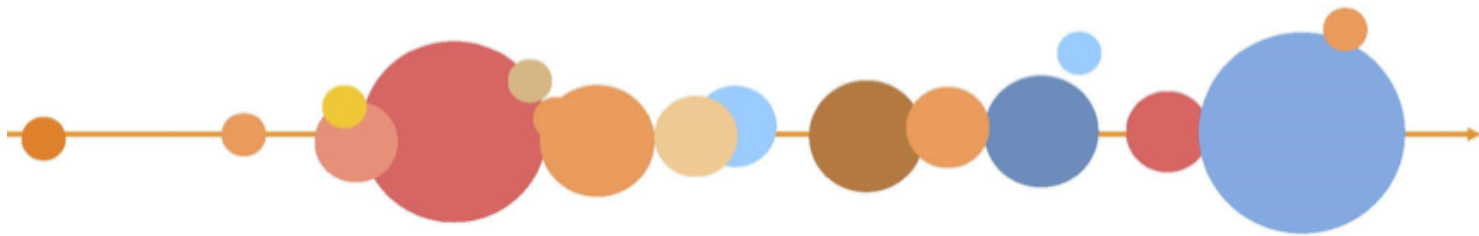
Our work ...



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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