

Thinking & Acting Differently: **The Collective Impact Opportunity**



Come Together Leave Connected Conference
September 14th, 2017



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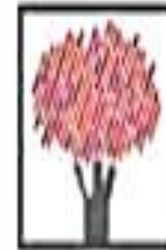
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www.tamarackcommunity.ca



A Connected Force for Community Change
Join us www.tamarackcommunity.ca

We support **Learning Communities** around five ideas for making significant community change.



**Collective
Impact**



**Community
Engagement**



**Collaborative
Leadership**



**Community
Innovation**



**Evaluating
Community
Impact**

Turning theory into practice is critical for community change. We support two **Action Learning Communities** to get to impact.



**Deepening
Community**

What is Your Knowledge of Collective Impact?



**Very Little or
Nothing**



**Familiar with the
Theory**



**Implementing a
CI Project**

Collective Impact: A Definition



“A disciplined, **cross-sector** approach to solving **complex** social and environmental issues on a **large scale**.”

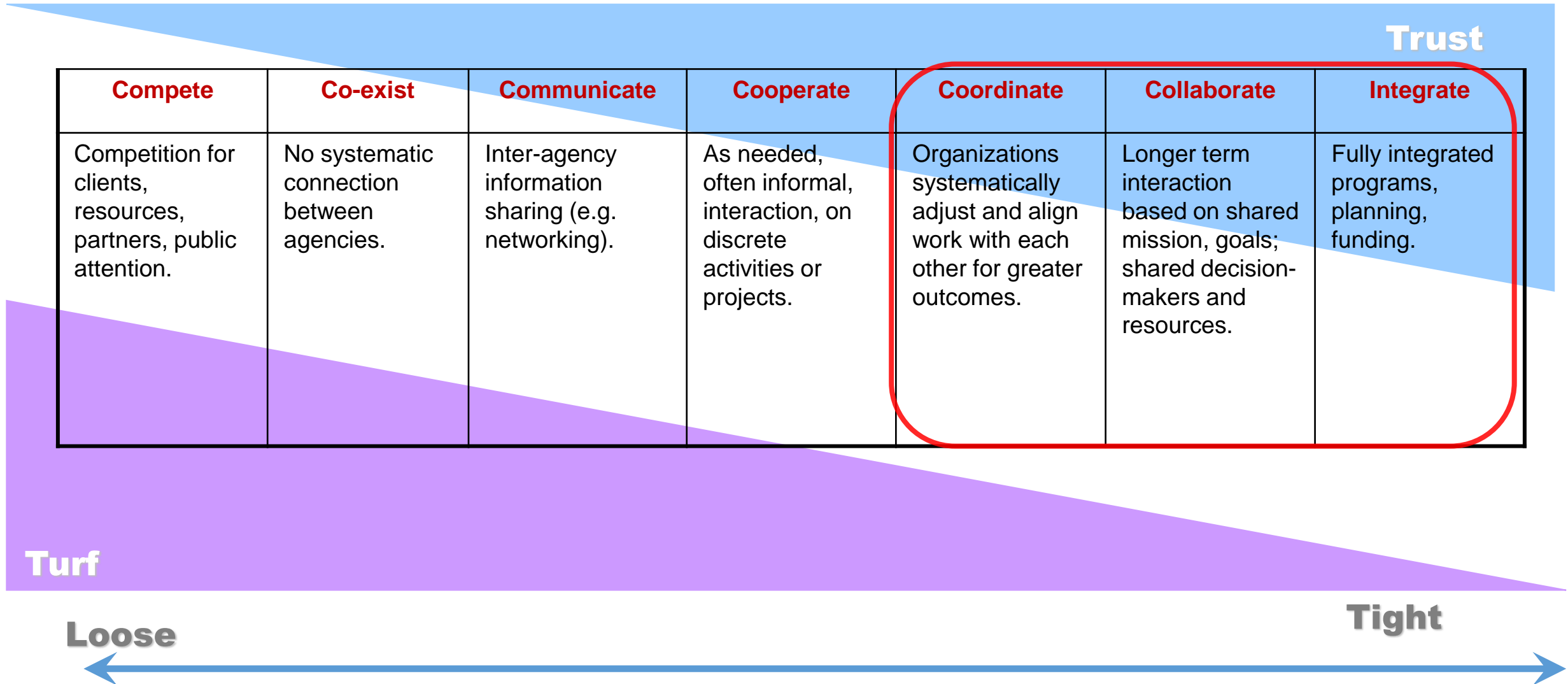
- FSG: Social Impact Consultants

Collaboration & Complexity

Some Grounding Ideas



The Collaboration Spectrum



Used for Many Complex Issues

Teen Pregnancy



Health



Education



Homelessness



Community Safety



Poverty



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

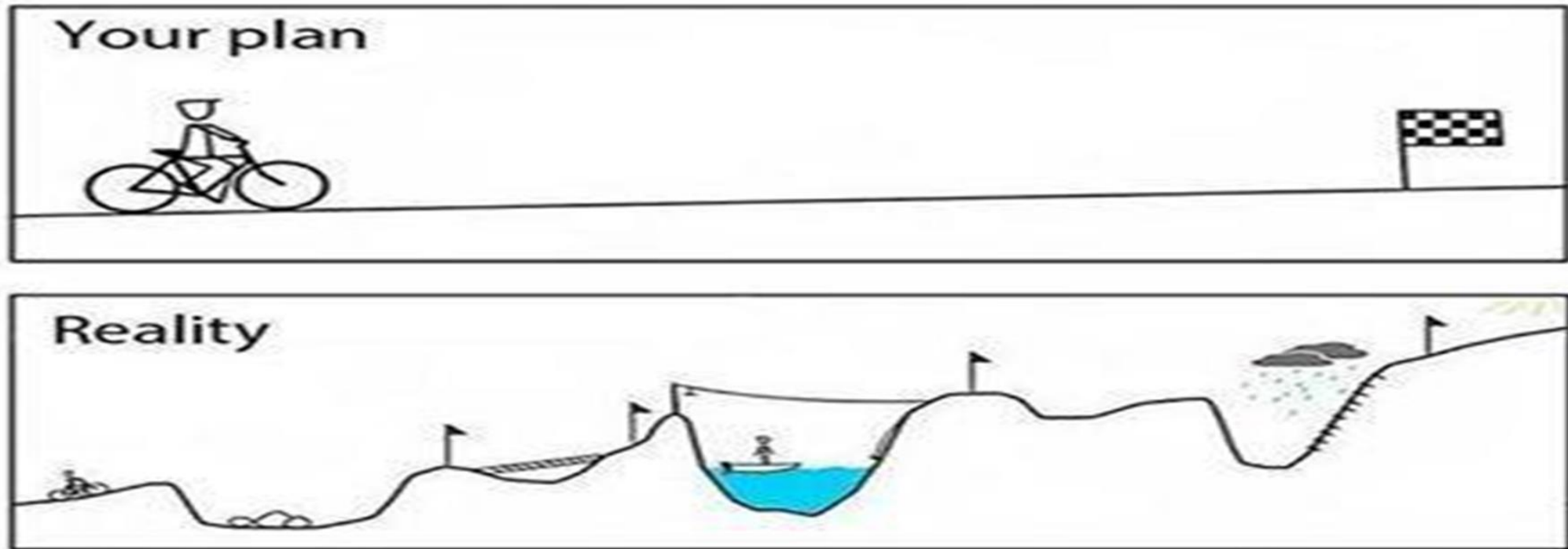


No “**right**” recipes or
protocols **Outside factors**
influence Experience helps,
but doesn’t guarantee
success

UNKNOWABLE

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

Collective Impact is...



...positive and consistent progress at scale”
Having a significant and measurable impact.

Collective Impact is NOT...

- Collaboration as usual
- Single sector approach
- A focus on individual programs and single focused solutions
- Short term impacts

Preconditions for Collective Impact

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



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

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

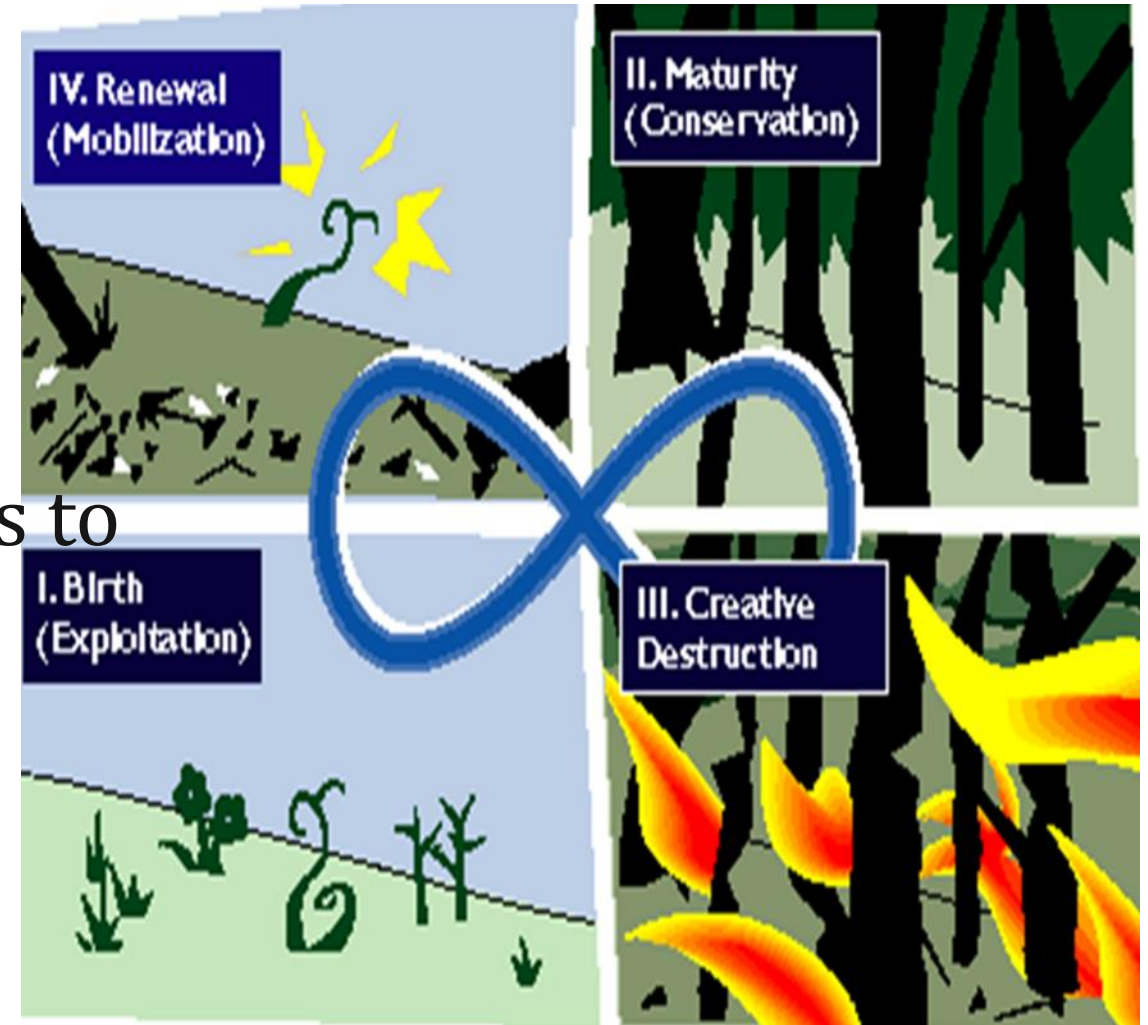
Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

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

Complex Community Work Unfolds in Phases

Tamarack's Lessons

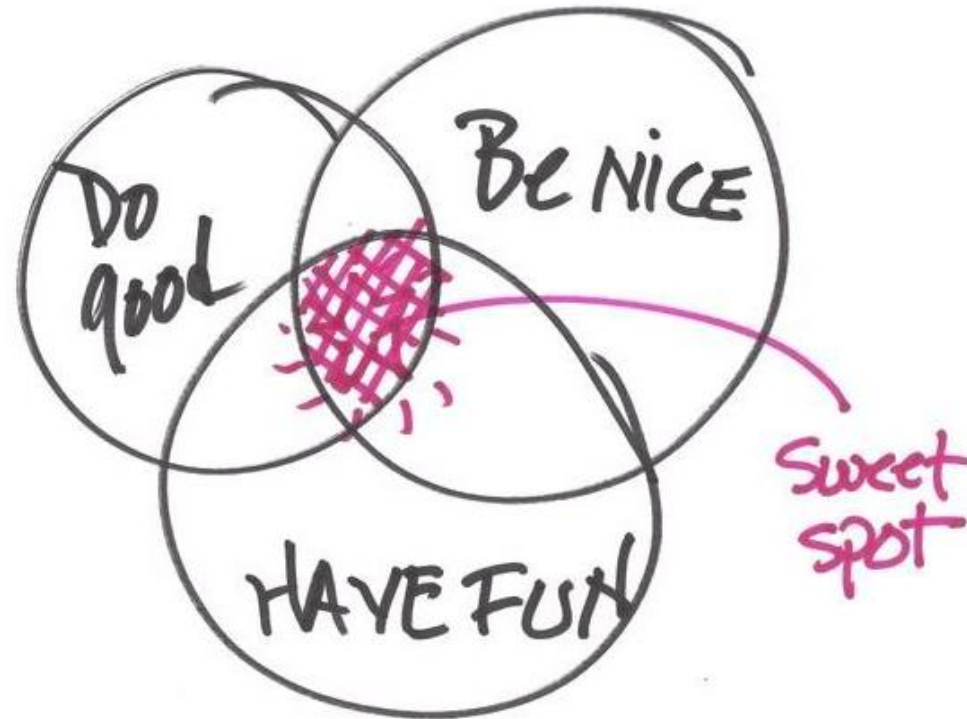
- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
- Renewal is critical



5 Phases of Collective Impact

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 Example in Action



Collective Impact Example: Erie Together

DESIRED OUTCOMES

LEARN 

More children become successful adults

WORK 

More Erie residents have family-sustaining employment

THRIVE 

More Erie County families able to meet their basic needs

ERIE TOGETHER - WHAT IS IT?

- **NOT** a social service agency
- **NOT** a social service program
- **IT IS** a county-wide **civic movement**
 - Prevent and reduce poverty
 - Elevate prosperity

Make the Erie region a community where everyone can learn, work and thrive

ERIE 
TOGETHER
LEARN • WORK • THRIVE

COUNTY-WIDE ACTION TEAMS

LEARN

- Early Childhood Readiness & Success
- Aligning Education to Careers

WORK

- Balancing Workforce & Economic Development

THRIVE

- Individual & Family Stability

Collective Impact Example: Erie Together

**More children become
successful adults**

**High School graduates ready
for next step**

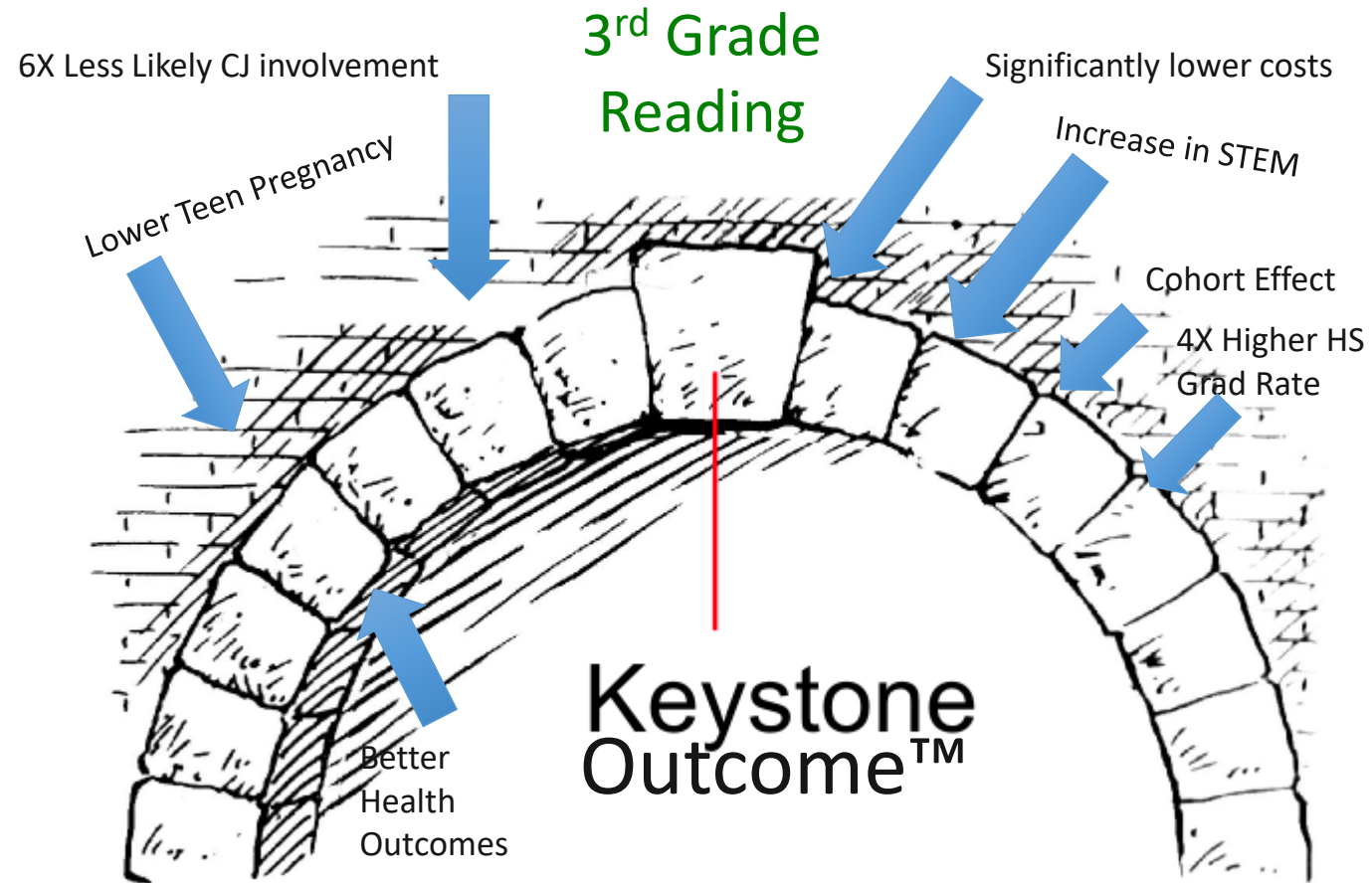
**Youth with quality career
exploration by 8th grade**

**Children reading at grade level
in 3rd grade**

**Children ready to learn when
they enter kindergarten**

LEARN 

Collective Impact Example: Erie Together



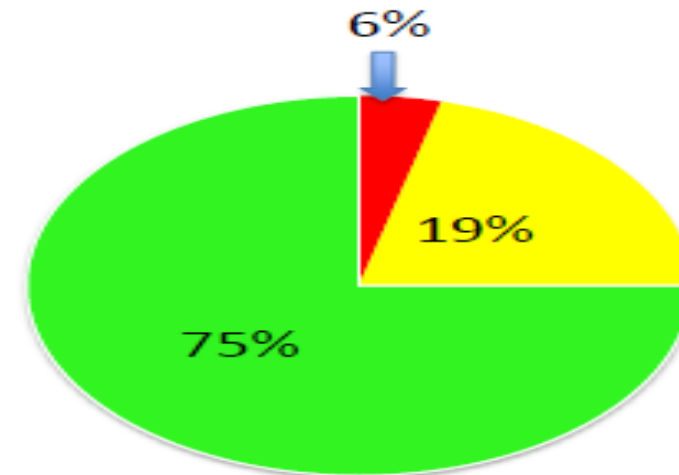
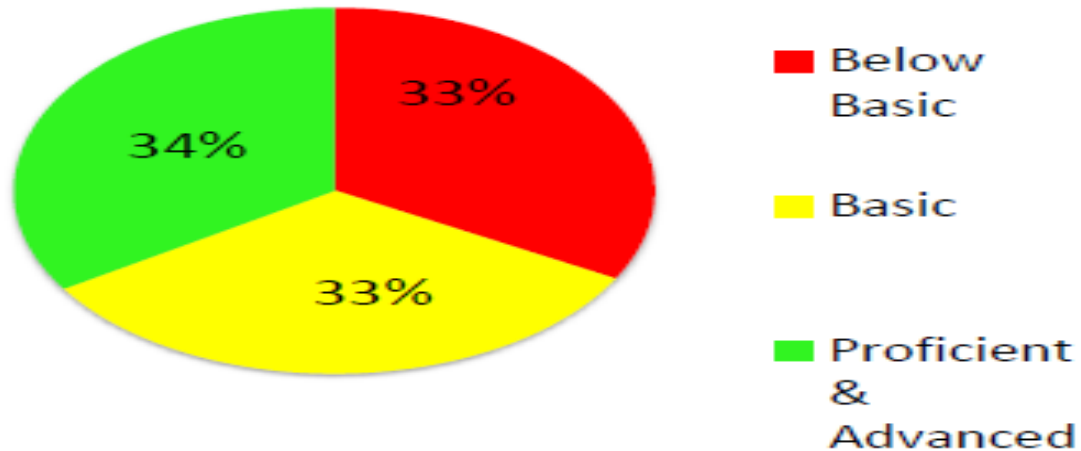
Erie Together Keystone Outcome

3rd Grade Reading Scores



Learning Ovations
Classrooms

US NAEP 2013



In Three Years

Collective Impact as a Disruptive Innovation



Collective Impact Mindset Shift

Buy-In

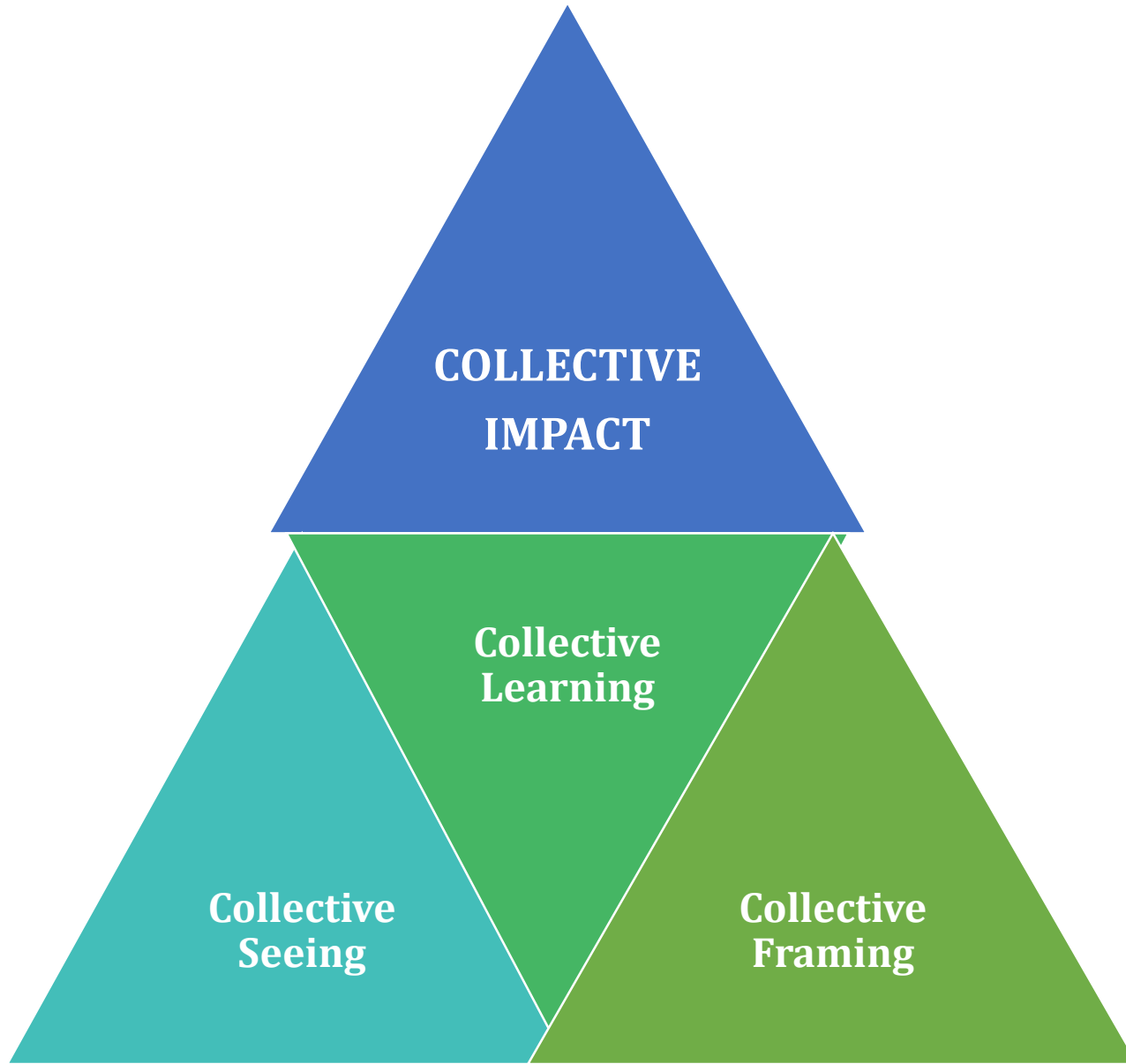


Ownership



Whose “eyes should be on the problem” but aren’t, currently?

- At the Steering Committee Level
- At the Working Group Level



Collective Impact Mindset Shift

Content



Context



Collective Impact Mindset Shift

Positional Leadership



Shared & Adaptive Leadership



Collective Impact Mindset Shift

**Not Permitted =
Prohibited**



OR

**Not Prohibited
= Permitted**



Are You Waiting For Permission?

Collective Impact Mindset Shift

Funding



Investment



Collective Impact Mindset Shift

Programs



Systems



Strategies to Get to Systems Change

- **Policy** – advocating for policy change at local or provincial levels to improve the systems
- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand
- **Increasing Coordination** – Re-aligning existing program and stakeholders to maximize system efficacy

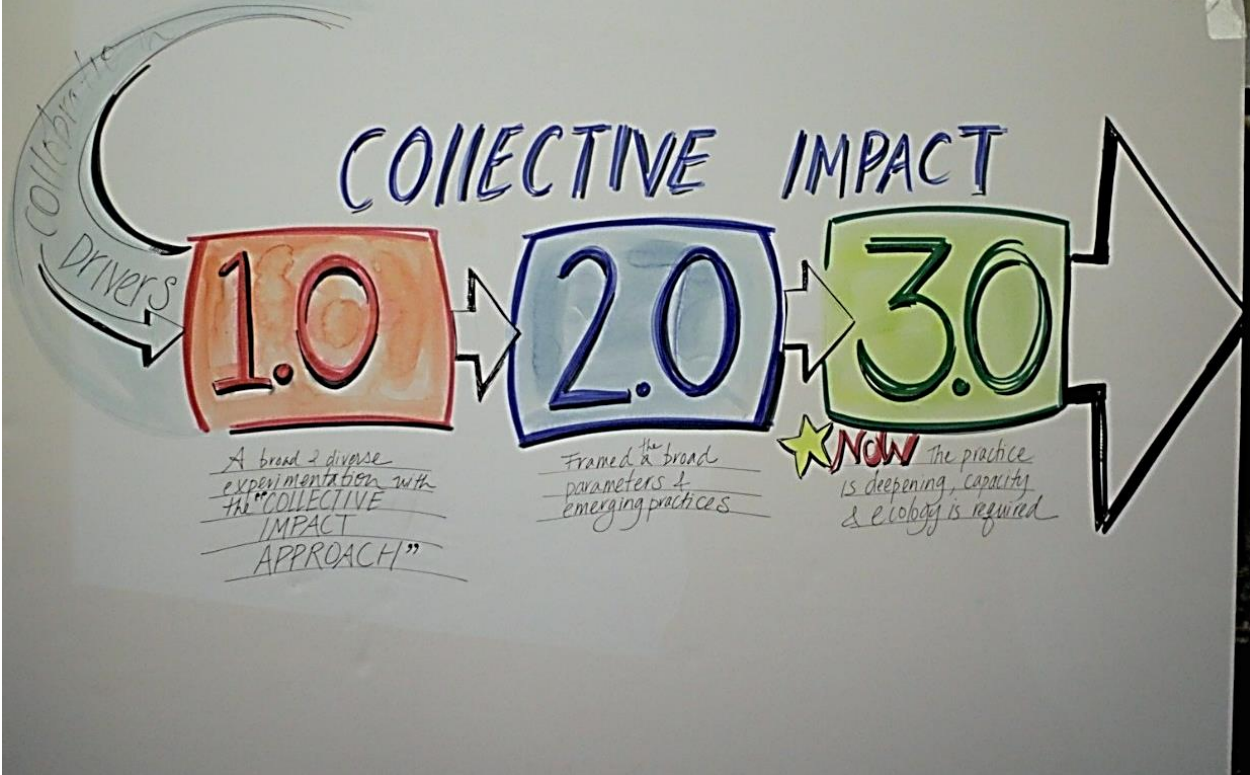


Things to Consider in Collective Impact



- Patient capital
- Persistence for longer term systems change
- Align funders across sectors to common agenda
- Legitimize the work of the collaborative table
- No playbook, support and advance the skills and capacity of collaborative partners

Shifting Perspectives in Collective Impact



An Evolution in the Collective Impact Revolution

Collective Impact 1.0

- Many pioneers doing CI work before 2011
- Broad and diverse experimenting

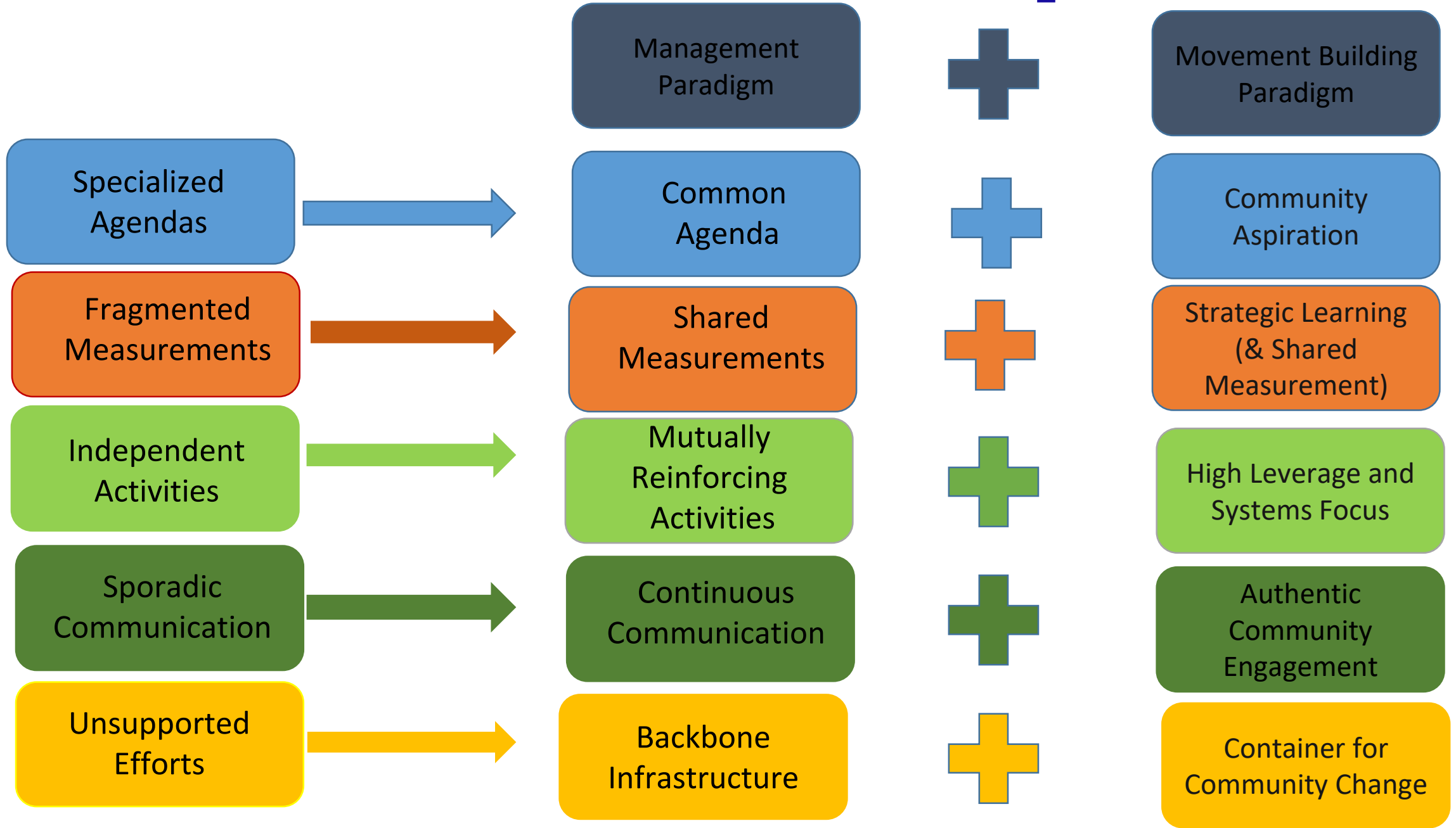
Collective Impact 2.0

- FSG's 2011 article provided: shared language, framing structure & coherence
- Widespread interest & participation is sparked
- Five years of experimentation now well documented (CI Forum, FSG, Tamarack etc.)

Collective Impact 3.0

- Enough insights to now evolve the 2.0 framework
- CI 3.0 paper is Tamarack's contribution but others are needed
- Our communities needs us to be even better at this www.aberdeencommunity.ca

Six Additions in Collective Impact to 3.0



Putting Theory into Practice



Find Practical Tools to
implement Collective Impact at:

<https://www.tamarackcommunity.ca/collectiveimpact>



- Comments?
- Questions?

Upcoming Tamarack Learning Opportunities



<http://www.tamarackcommunity.ca/eventlisting>

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