

# Moving and Choosing Collaborative

Engaging in Collective Impact



Acknowledgement of Liz Weaver and the Tamarack  
Institute for the use of their graphics and content



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# What is Collective Impact?

“ Collective impact is not merely a new process that supports the same social sector solutions but an entirely different model of social progress.

The power of collective impact lies in the heightened vigilance that comes from multiple organizations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants.”

[www.fsg.org](http://www.fsg.org)



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# Collective Impact is...

“Is a set of guidelines used to measure, encourage and achieve social change. Like the scientific model, the various steps of the Collective Impact model are observable and replicable, so that any organization or group of organizations can follow them and achieve social change” -Liz Weaver, Tamarack Institute



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## There Are Several Types of Problems

### Simple

#### ***Baking a Cake***



Right "recipe" essential  
Gives same results every time

### Complicated

#### ***Sending a Rocket to the Moon***



"Formulas" needed  
**Experience** built over time and  
can be repeated with *success*

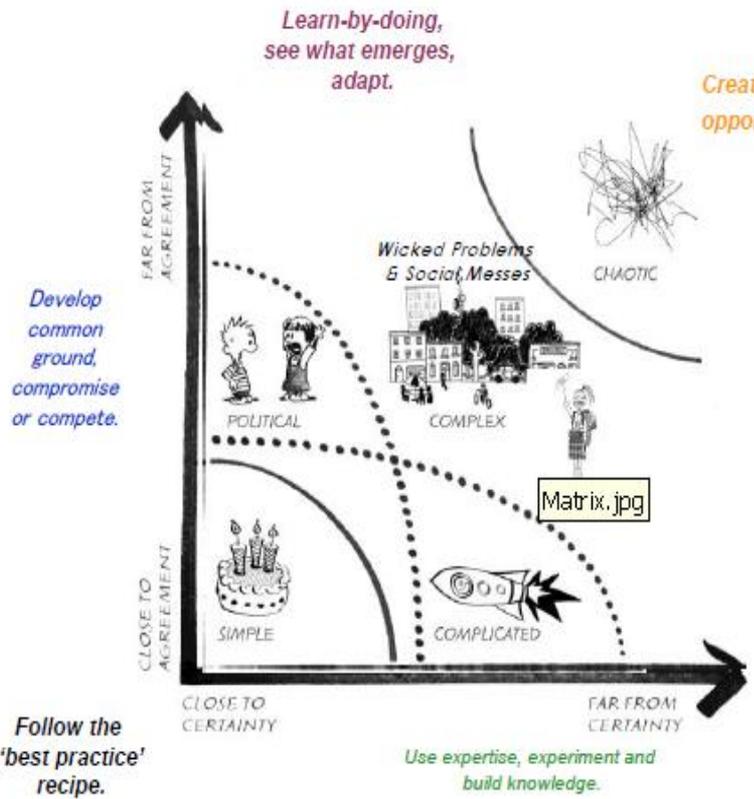
### Complex

#### ***Raising a Child***



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





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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 of is **unique**
- The **characteristics & dynamics** of the issue evolves
- There is **no obvious right or wrong** set of solutions
- There is **no objective measure** of success



## To Thrive in Complexity we Need to Adopt a New Orientation

### Current Behavior

Predetermined  
Solutions  
And  
Emerging Rules of  
Interaction



### Needed for Large Scale Change

Predetermined  
Rules of Interaction  
And  
Emerging Solutions



# When Is Collective Impact Helpful?

## FIVE Questions to Ponder when Considering Collective Impact

1. Do we aim to affect “**needle moving**” change? This is a change in the community of +/- 10% or more.
2. Do we believe that **long-term investment** by several stakeholders is necessary to achieve success?
3. Do we believe that **cross-sector engagement** is essential for community-wide change?
4. Are we committed to using **measureable data** to set the agenda and to using it to improve over time?
5. Are we committed to having **community members as partners and producers of impact**?



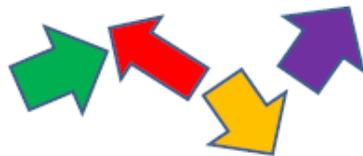
# Why Does CI Work?



## From Isolated Impact to Collective Impact

### Isolated Impact

- Funders select **individual grantees**
- Organizations **work separately**
- Evaluation attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and non-profits.



### Collective Impact

- Funders understand that social problems – and their solutions – arise from **multiple interacting factors**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- Organizations **actively coordinating their actions** and sharing lessons learned
- All working toward the **same goal** and measuring the same things



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# What are the Components of Collective Impact?

**Collective Impact Efforts Tend to Transpire Over Four Key Phases**

Components for Success	Phase I Generate Ideas and Dialogue	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Sustain Action and Impact
<b>Governance and Infrastructure</b>	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b>Strategic Planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
<b>Community Involvement</b>	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b>Evaluation And Improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)



# What Does Collective Impact Look Like?

## KEY ELEMENTS OF COLLECTIVE IMPACT

- Collective Impact is the commitment of a group of actors from different sectors to a **common agenda for solving a complex social problem**. In order to create lasting solutions to social problems on a large-scale, organizations — including those in **government, civil society, and the business sector** — need to **coordinate** their efforts and work together around a **clearly defined goal**.

## 3 Pre-Conditions to Collective Impact

- There are 3 pre-conditions to collective impact that are critical to long term success. These are: having **influential champions** of the issue; a **sense of urgency** around the issue and **adequate resources** of all types to make progress on the issue.



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# What is Needed to Make Collective Impact Work?

## The Five Conditions of Collective Impact

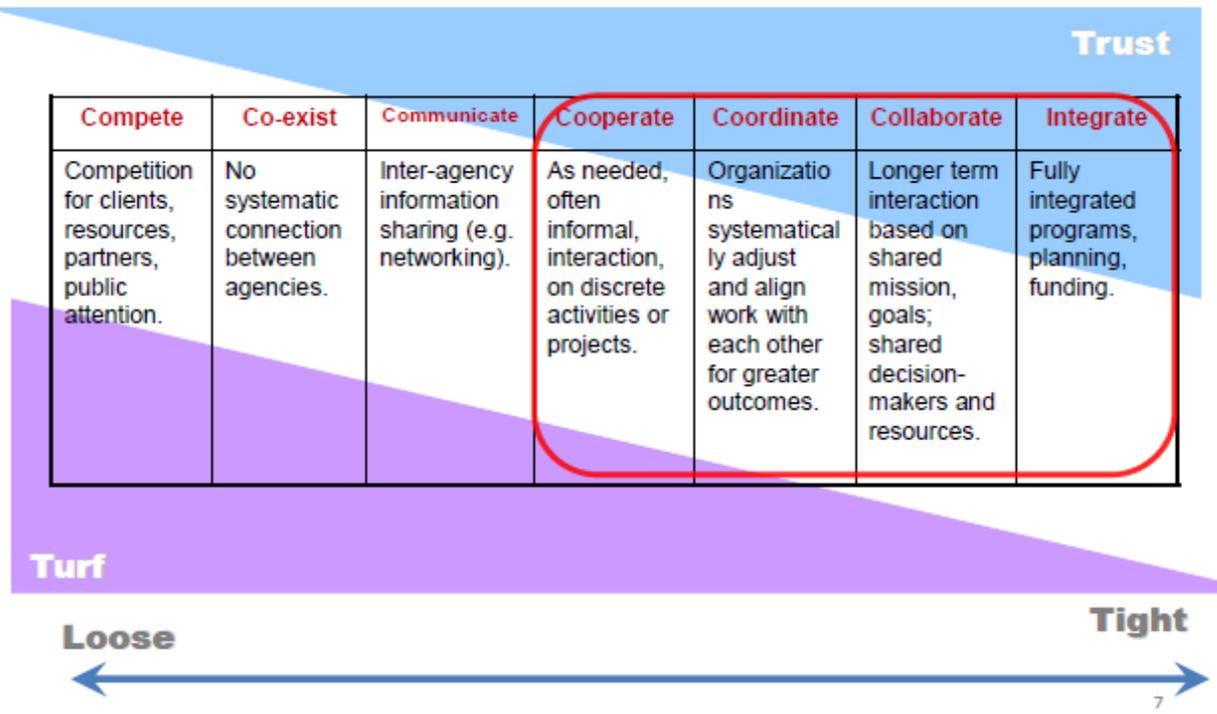
<b>Common Agenda</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>Shared Measurement</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>Mutually Reinforcing Activities</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>Continuous Communication</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>Backbone Support</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.



# Where are We on the CI Spectrum?



## The Collaboration Spectrum



# RESOURCES

- **Collective Impact**, FSG Partners: [www.fsg.org](http://www.fsg.org)
- **Backbone Organizations:**  
<http://tamarackcci.ca/blogs/sylvia-cheuy/champions-change-leading-backbone-organization-collective-impact>
- **Collective Impact Readiness Tool:**  
<http://vibrantcanada.ca/content/collective-impact-readiness-assessment-tool>
- **Common Agenda & Community Change:**  
<http://tamarackcci.ca/blogs/liz-weaver/moving-transactions-transformation-common-agenda-and-community-change>



# 9 Leadership Principles for Backbone Leaders

1. View the system through a lens of complexity
2. Let the vision be “good enough” rather than trying to plan every little detail.
3. Live with balance between data and intuition, planning and acting, safety and risk.
4. Be comfortable with uncovering paradox and tensions.
5. Don’t wait to be “sure” before proceeding with actions
6. Create an environment of information, diversity and difference, connections and relationship.
7. Mix cooperation with competition – it’s not one or the other.
8. Understand that informal conversations, gossip and rumor contribute to mental models, actions and beliefs. Listen to these in making change
9. Allow complex systems to emerge out of the interaction of systems, ideas and resources.



# Things to Consider when Building a Common Agenda

1. Who is driving the agenda? There is a need to work differently together to get to a common agenda – rather than one agenda to “win”.
2. How complex is the issue? By setting boundaries around what you will and will not do you will allow you to increase impact and more easily set an agenda.
3. How does the issue play out in your community? Examine data to inform the common agenda and drive impact.
4. Who is doing what already? Map current community efforts to solve the problem.
5. What is our next step? Get into conversation, explore the problem and talk about what transformation will look like.

