Collective Impact - Finding Ways to Work Better Together

September 15, 2015

Facilitated by: Aimee White, Custom Evaluation Services
Collective Impact and United Way

United Ways of Washington Training Opportunity: Collective Impact

CHARTING A COURSE FOR CHANGE: ADVANCING EDUCATION, INCOME AND HEALTH THROUGH COLLECTIVE IMPACT

APRIL 2013

COLLECTIVE IMPACT MODEL

- Create a vision and set goals for specific issues
- Create an environment of continuous communications
- Align all programs, activities, strategies to mutually reinforce each other
- Measure success by tracking and sharing data and modifying programs to ensure results

WHERE THE MONEY GOES...

Meet Casey. Casey is a child who wants to succeed. All he needs is an opportunity.

To learn more about how your gifts to the Community Impact Fund are helping change Larimer County for good, visit www.UnitedWayofLarimerCounty.org.
Meet the CES team!
Past Clients

THRIVE Santa Barbara County

United Way

Bill & Melinda Gates Foundation

Shepherd Higher Education Consortium on Poverty

SANTA BARBARA FOUNDATION

LINC

ynpn™ young nonprofit professionals network™

serving thousands of nonprofit professionals since 1997
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:10 AM</td>
<td>Welcome</td>
</tr>
<tr>
<td>10:10-10:45 AM</td>
<td>Complex Community Change Initiatives and Collective Impact</td>
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<tr>
<td>10:45-11:45 AM</td>
<td>Panel Discussion of Local Collaborative Initiatives</td>
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<tr>
<td>11:45-1:00 PM</td>
<td>Lunch, Networking, and Interactive Gallery Session</td>
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<tr>
<td>1:00-2:55 PM</td>
<td>Afternoon Breakout Sessions: Shared Measurement and Creating a Common Agenda</td>
</tr>
<tr>
<td>3:00-3:45 PM</td>
<td>Table Discussions</td>
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<tr>
<td>3:45-4:00 PM</td>
<td>Wrap-Up and Next Steps</td>
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Wicked Problems

- Seemingly intractable with chronic policy failure
- Difficult to define
- Interdependencies and multi-causal
- Sit astride organizational boundaries and responsibilities
- Solutions can lead to unforeseen consequences
- Involve changing behavior
- No clear solution
- Socially complex
How Have We Typically Tackled These Problems?
After 10-Year Plan, Why Does Seattle Have More Homeless Than Ever?
By JOHN RYAN • MAR 3, 2015

Study: Graduation Rate Gap Exists Between Black, White Males

By Tim Weldon, CSG Policy Analyst

U.S. Suicide Rate Surged Among Veterans

WASHINGTON, 13 Jan (IPS) - Suicides among United States military veterans ballooned by 26 percent from 2005 to 2007, according to new statistics released by the Veterans Affairs (VA) department.

Food Stamp Beneficiaries Exceed 46,000,000 for 38 Straight Months

In战 on Drugs: 'A Trillion-Dollar Failure.'
Why Has This Not Worked for Us?

The system you see is bigger than it appears...

Richard Brynteson
What Would Be More Useful?
Reminder

One Best Way

Our personal beliefs and experiences tend to direct us away from systems thinking and toward silver-bullet solutions.
Where Do We Start?
Characteristics of Complex Adaptive Systems

- Multiple Diverse Actors
- Nested Systems
- Sensitivity to Context
- Emergent and Self-Organizing Behavior
- Overlapping Systems
- Nonlinear Progress
- Co-Created Evolution
So...

How do we get from here:

To here:
We Start By Thinking Differently

<table>
<thead>
<tr>
<th>Traditional Mindset</th>
<th>Network Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firmly controlled and planned</td>
<td>Loosely controlled and emergent</td>
</tr>
<tr>
<td>Strengthening individual efforts</td>
<td>Weaving connections and building networks</td>
</tr>
<tr>
<td>Procuring deliverables (e.g., programs)</td>
<td>Stimulating activity (e.g., platforms)</td>
</tr>
<tr>
<td>Proprietary information and learning</td>
<td>Open information and learning</td>
</tr>
<tr>
<td>Decision making concentrated</td>
<td>Decision making shared</td>
</tr>
<tr>
<td>Insight from individual, “expert” actors</td>
<td>Collective intelligence</td>
</tr>
<tr>
<td>Effectiveness linked to concrete outputs (e.g., a policy win, a measurable increase in community prosperity)</td>
<td>Effectiveness also linked to intangibles (e.g., trusting relationships, information flows)</td>
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</table>
Then We Behave Differently

<table>
<thead>
<tr>
<th>Network Approach</th>
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</thead>
<tbody>
<tr>
<td>Weave social ties</td>
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<tr>
<td>Access new and diverse perspectives</td>
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<tr>
<td>Openly build and share knowledge</td>
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<tr>
<td>Create infrastructure for widespread engagement</td>
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<tr>
<td>Coordinate resources and action</td>
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Collective Impact Framework

Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

- **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.

- **Shared Measurement**: Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

- **Mutually Reinforcing Activities**: Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

- **Continuous Communication**: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

- **Backbone Support**: 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.

### Pillars of Collective Impact

<table>
<thead>
<tr>
<th>Common Agenda</th>
<th>Partners share a vision for change, including a common understanding of the problem and a joint approach to solving it.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Measurement</td>
<td>Partners collect data and measure results consistently, using a shared list of community-level and organization-specific indicators.</td>
</tr>
<tr>
<td>Mutually Reinforcing Activities</td>
<td>Partners undertake a specific set of activities in a way that supports and is coordinated with the actions of others.</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td>Partners regularly meet as a cohort to engage in shared learning and problem solving.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>A separate organization provides dedicated staff who can support the initiative through facilitation, data collection, and communication management.</td>
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*Slide adapted from materials by FSG*
Differences in Approach

**Isolated Impact**
- Nonprofits work separately and compete
- 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**
- All players work toward the same goal and measure the same things
- Cross-sector alignment occurs with government and corporate sectors as essential partners
- Organizations actively coordinate their actions and share lessons learned

Slide adapted from materials by FSG
Phases of Collective Impact

Collective Impact Efforts Tend to Transpire Over Four Key Phases

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

How Can Change Efforts Get Stuck?

• Working on too many complex problems and ideas at once
• Pursuing many small projects that have little collective impact
• Focusing all resources on a single outcome
• Applying strategies from one sector to others, without translation/alignment
• Focusing on policy, without emphasizing change in practice
• Neglecting the human and technical aspects of effective change
Your Participation is Critical!
Lunch, Networking, and Interactive Gallery
Panel Discussion with Local Collaborative Efforts

Snohomish County, WA
Human Services

Everett, WA

SNOHOMISH COUNTY HEALTH LEADERSHIP COALITION

75 Years
LIVE UNITED
United Way
United Way of Snohomish County

The power of you.
Table Discussions

1. In order to this work effectively, as a community, we must engage all of our community in the design and implementation. Please share with us any ideas you have about to broaden our engagement across the community, engaging people in authentic ways, not in words only.

2. When considering the work we hope to do together, what are some barriers to our collaborating more formally or aligning all of our work around addressing poverty in our community?
Wrap Up and Next Steps

- Commitment Forms at the tables
- Next Collective Impact Summit is November 18, 2015 Lynnwood Convention Center
- Resource Sharing and Learning Community Update
- You will receive an online survey about the day, please complete it!