

Maximizing Impact



Healthy Start Convention
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www.tamarackcommunity.ca

An Institute for Community Engagement

We develop and support learning communities that help people to collaborate, co-generate knowledge and achieve collective impact on complex community issues.

For **Collaborative Leaders** who use collective impact approaches to address complex community issues. www.tamarackcci.ca

For **Cities** that develop and implement comprehensive poverty reduction strategies
vibrantcommunities.ca



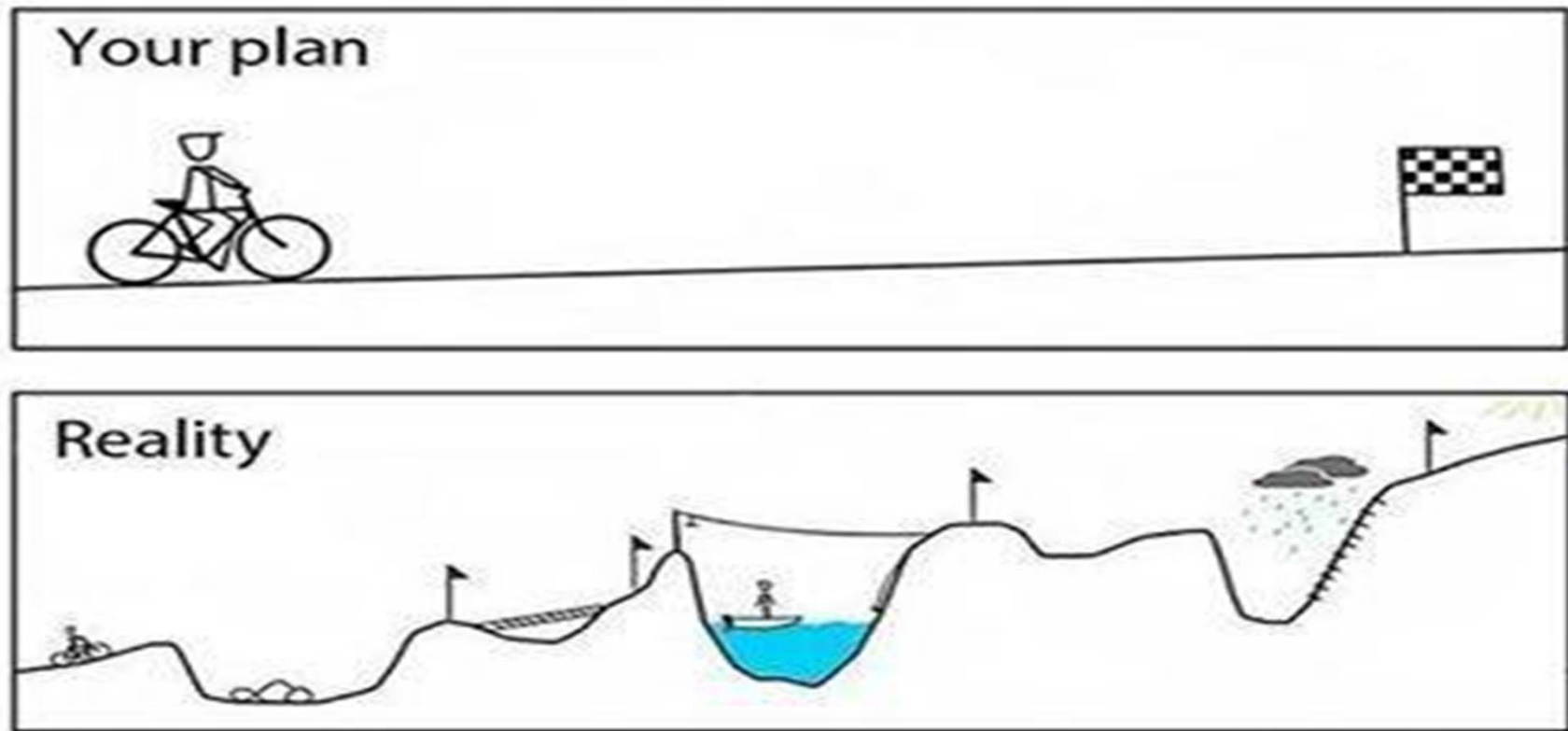
For individuals who care about community, the vibrancy of neighbourhoods and the unique role of citizens in social change.
seekingcommunity.ca

Session Goals



- What is **Collective Impact**?
- Why Collective Impact works to address **complex issues**?
- What **mindset shifts** are needed to effectively implement Collective Impact?

Collective Impact is...



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

The Collaboration Spectrum

Trust

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Turf

Loose

Tight

What Type of Problem Is It?

Simple

Making Soup



Right “**recipe**”
essential

Gives same results
every time

Complicated

Sending a Rocket to the Moon



“**Formulae**” 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

Change in Complex Systems



- Behavior of the system can be largely explained by understanding “**attractors.**”
- **Relationships** and coordination among parts can be more important than the parts themselves.
- Living systems - follow **simple relationship “rules”** or minimum specifications that create complex adaptability.
 - Creates coherence rather than consistency
 - Allows for constant adaptation & innovation

Managing Complex Problems

TRADITIONAL RESPONSE		CHARACTERISTICS OF COMPLEX ISSUES		ADAPTIVE RESPONSE
Specialization		<i>Multiple Root Causes</i>		Orchestration
Silos		<i>Multiple Stakeholders</i>		Cross Boundary
Crisp Problem Definition		<i>Difficult to Frame</i>		Working Framework
Plan the Work, Work the Plan		<i>Emergent</i>		Act, React and Adapt
Resolve		<i>Paradoxes & Dilemmas</i>		Cope
Standardized and Detailed Blueprint		<i>Unique</i>		Minimum Specs, Variation & Customization
Short Term		<i>Intractable</i>		Long Term

Collective Impact



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

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

Source: FSG

Preconditions for Collective Impact

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



Collective Impact – Framing Questions



Do we aim to effect—**needle-** change (i.e., significant and measurable progress) on a community-wide metric?

Do we believe that a **long-term** investment (i.e., three to five-plus years) by stakeholders is necessary to achieve success?

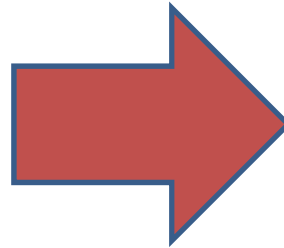
Do we believe that **cross-sector** engagement is essential for community-wide change?

Are we committed to **using measurable data** to set the agenda and improve over time?

Are we committed to **having community members as partners** and producers of impact?

Collective Impact Mindset Shift

From Buy-In

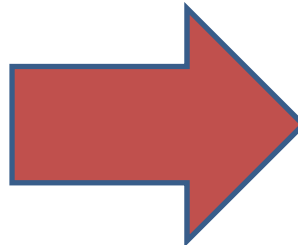
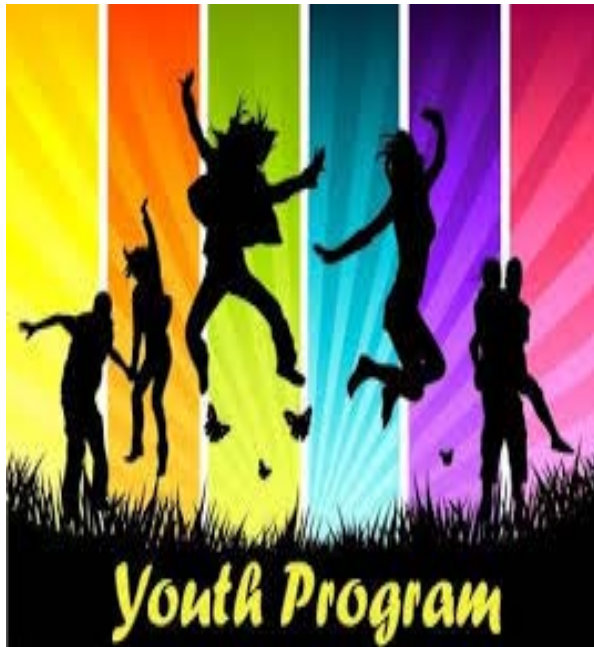


To Ownership



Collective Impact Mindset Shift

From Programs

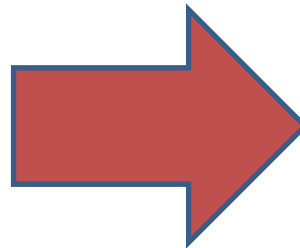


To Systems



Collective Impact Mindset Shift

From Content

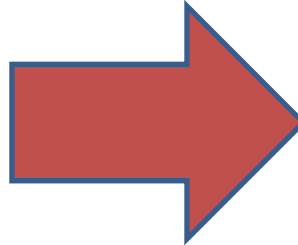


To Context



Collective Impact Mindset Shift

From Positional
Leadership



To Shared &
Adaptive Leadership



Reflecting On Collective Impact



What are your
take-aways or AHAs?

Tamarack Learning Opportunities

www.tamarackcommunity.ca

Learn together through:

- Monthly tele-learning Seminars
- Communities of Practice
- **Engage!** a monthly, online journal
- Face-to-Face Learning Events
- Online Learning Communities

