

Collective Impact and Collaboration-What Does It Take?

**Laura Branca, Senior Fellow at the
Dorothy Cotton Institute
Cradle to Career
Ultimate Re-entry Opportunity**

There are Several Types of Problems

SIMPLE

Making Soup

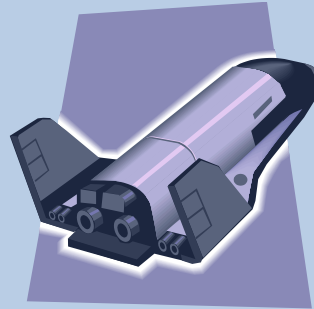


- Right Recipe is essential
- Gives same results every time

KNOWN

COMPLICATED

Sending a Rocket to the Moon



- “Formulae” Needed
- Experience is 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

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**

Roles for Different Sectors

Business Sector

- Expertise, credibility and voice, connections, funding and other resources, leadership

Government Sector

- Expertise, connections to elected officials, funding and other resources, policy change, leadership

Social Sector

- Expertise, experience on the ground, service delivery, ability to ramp up change efforts

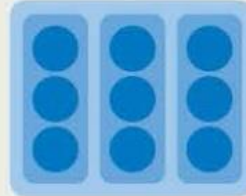
Citizens with Lived Experience

- Expertise about the issues, practical and relevant solution, leadership, connections to other citizens

**Steering
Committee**

**Backbone
Organization**

Working Groups



Partners



Community Members



*Governance, Vision,
and Strategy*

Action Planning

Execution

*Public
Will*

(Shared measures)

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. |

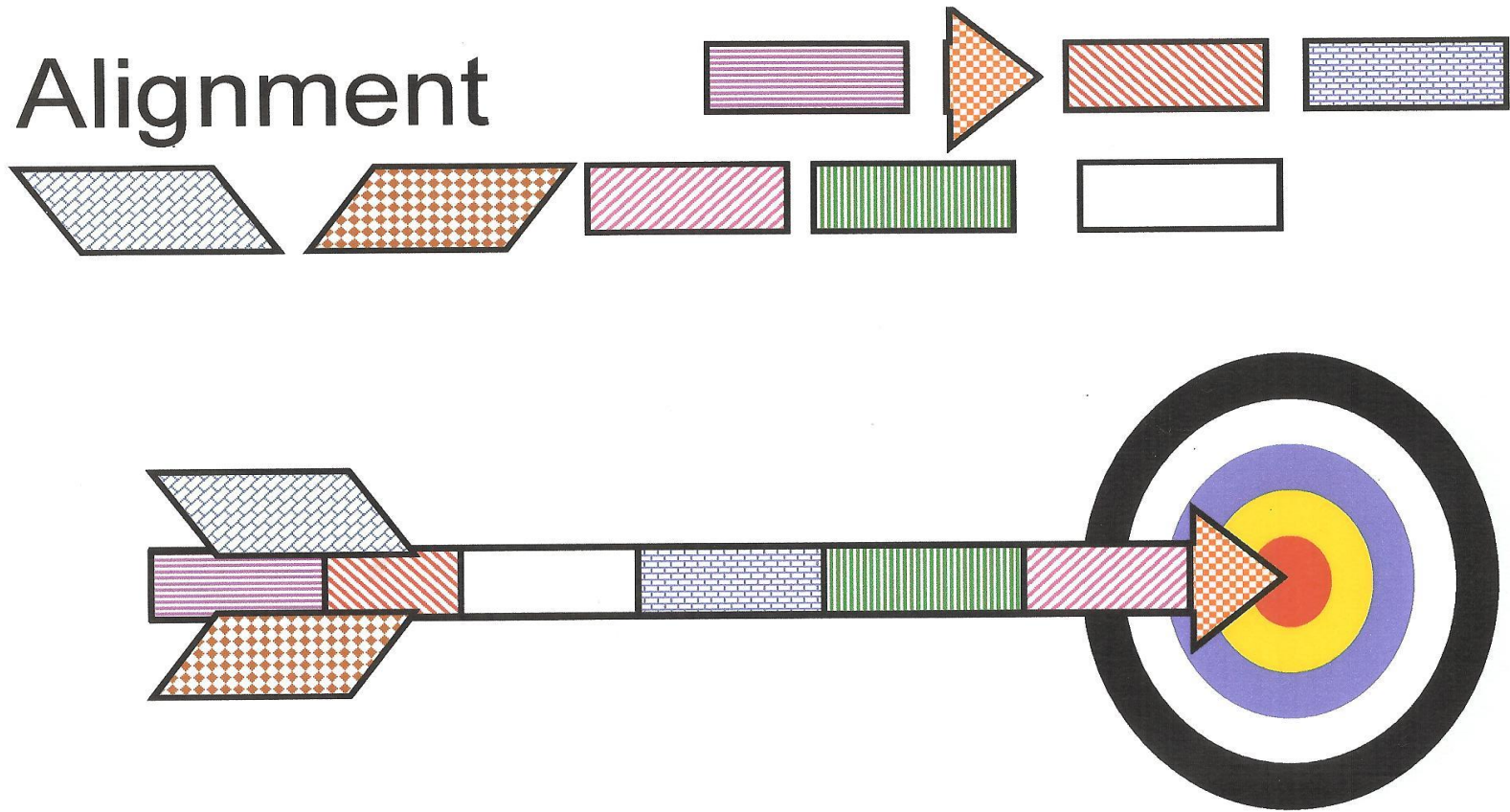
Turf

Loose

Tight



Alignment



**Example of shared intent/goal:
50% reduction in re-incarceration by 2020**

Mind Shifts

- **Mindset Shift One: Who is involved**
 - *Get all the right eyes on the problem*
- **Mindset Shift Two: How people work together**
 - *The relational is as important as the rational*
 - *Adaptive over technical work*
 - *Structure is as important as strategy*
- **Mindset Shift Three: How Progress Happens**
 - *Think “System Strategy” not “Program Strategy”*

Buy In vs Ownership

Buy-In: Someone else has developed the idea, made the decision, designed an action plan and then asks and needs the staff/citizens to implement it.

Ownership: Front line staff/citizens develop the idea, make the decisions, design the action plan and act on it.

Buy-in is the opposite of ownership and a danger signal that tells you that your development and implementation process are missing the essential ingredient of involving everyone who needs to be.

Watch Outs

- Don't Confuse "Quick Wins" with "Quick Fixes"
- Success is not a destination in complexity, it is an ongoing process of learning and adaptation
- Make resources available for *safe-fail experiments*
- Error-friendly learning
- Content expertise is great but it must not dominate
- Context expertise is key to ownership rather than buy-in
- Trust the wisdom of the community
- Need community ownership of actions and measurements