



Evansville, Indiana
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COLLECTIVE IMPACT
Cross Sector Collaboration to Address
Complex Community Challenges

INTRODUCTIONS

Name

Organization

A complex problem in Evansville you'd love to see people come together around

Rachel Scott, VP of Community Impact & Resource Development Indiana United Ways

FUNDAMENTALS TO SUPPORT EVANSVILLE'S COMPELLING CHALLENGES

Nov 28: COLLECTIVE IMPACT 101

- Define Collective Impact
- Pre Conditions
- Five Conditions of Collective Impact
- Paradigm Shifts Since 2011
- Debrief

Nov 29: OPERATIONALIZING COLLECTIVE IMPACT

- Examples: Local College Access Networks
 - Aligned Impact Muscatine
- Ten Steps to Creating a Local Network
- Next Steps?

** My approach draws heavily from FSG, the Tamarack Institute, the STRIVE Network, and the Michigan College Access Network*

CHALLENGES COME IN ALL FLAVORS

SIMPLE

Baking a Cake



Right “recipe” is essential
Same results every time

COMPLICATED

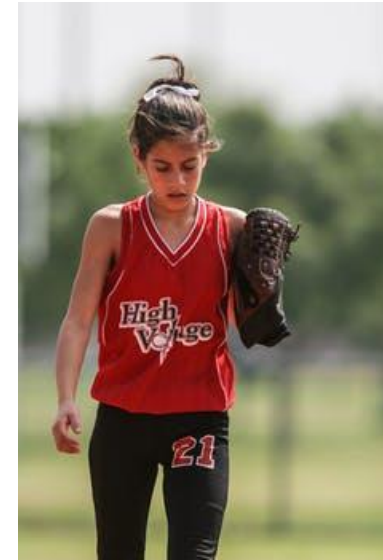
Sending a Rocket
to the Moon



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 guarantee success

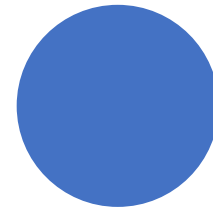
TRADITIONAL APPROACHES ARE NOT SOLVING OUR TOUGHEST CHALLENGES

- Funders select individual grantees
- Organizations work separately and compete with each other
- Evaluation attempts to isolate a particular organization's impact or self-designed evaluation never quite hits it
- Large scale change is assumed to depend on repeating what others have done
- Corporate and government sectors are often disconnected from philanthropy and nonprofits
- Limitations of traditional collaboration– lack of progress
- At best, “islands of excellence.” At worst, fragmentation or chaos.

John Kania and Mark Kramer, FSG
Stanford Social Innovation Review (2011)

- Collective Impact is [intentional cross-sector collaboration to solve complex social problems](#)
- Relationship-driven
- Data-driven
- Long term commitment to systemic change

WHAT IS COLLECTIVE IMPACT?



HOW MIGHT WE KNOW WE'RE READY FOR COLLECTIVE IMPACT?

Pre- Conditions for Collective Impact

Intentional engagement of influential community champions

Adequate fiscal and human resources that could get us to deep and durable change

Deep sense of urgency around a community challenge

TABLE DISCUSSION on
Readiness

FIVE CONDITIONS FOR COLLECTIVE IMPACT



Common Agenda



**Shared
Measurement**



**Mutually Reinforcing
Activities**



**Continuous
Communication**



**Backbone
Organizations**

COMMON AGENDA

A deep common understanding of the problem and stated commitment to work together to solve it

- Agreement on the “compelling challenge” for your community and a vision for what success looks like
 - Boundaries: What are we agreeing to own/not own about this challenge?
 - Engages “Heads, Hearts, and Hands”
- Strong support from CEO-level leadership of the right groups to take on this particular challenge
 - Moving toward express organizational commitments
- A document that functions as “the Constitution” or roadmap for your network
 - Survives personnel changes and disruptions

COMMON AGENDA - ACTIVITY

What's the compelling challenge you're interested in addressing?

- Who do I want to help?
- What geographic area would we be considering?
- What timeframe?

TABLE DISCUSSION

Your Leadership Team: Which leaders or organizations would you bring together for this work?

SHARED PERFORMANCE MEASURES

Agreement on which few, available indicators show you made a difference

- Agreement to measure things the same way over time
- Discipline to focus only on activities that impact the shared performance measures
- Data Dashboard: Baseline and targets





SHARED PERFORMANCE MEASURES -ACTIVITY

- **Where** would you find local data around your compelling challenge?
- **Who** could help your Leadership Team compile and make sense of the data?

MUTUALLY REINFORCING ACTIVITIES

*Services in the community
are meaningfully connected
without major gaps*

- Begin with a gap analysis or an asset map
- Do services in the community “match” the problem as your network understands it?
- Start to think as a **system**
- Everyone keeps swimming in their own lane, but empty lanes get filled
- New investments begin to align with the network’s goals, use of shared performance measures





CONTINUOUS COMMUNICATION

Trust is the number one ingredient

Keeping Decision Makers while ensuring inclusion

Importance of guiding beliefs and a culture of the network

“Coalition of the willing”

Keeping other people in the loop– no surprises

Listening

Reinforce the guiding beliefs in one-on-one conversations

CONTINUOUS COMMUNICATION- ACTIVITY

DO's

- Include key players who disagree/are not "on board"
- Take time to get to know each other
- ??

DON'Ts

- Invite "come one, come all"
- Meet too infrequently or let schedules sideline you
- ??

TABLE DISCUSSION: What does collaborative communication look like? What does it *not* look like?

BACKBONE ORGANIZATION(S)

Parts of the Backbone

1. Leadership Team
 2. Fiscal
 3. Coordinator/Network Lead
 - Keeps work moving
 - Facilitates Action Teams
 - Communication
- The engine that moves you forward
 - Neutrality and credibility are key
 - “If you don’t staff it, it doesn’t happen.”

BACKBONE ORGANIZATION(S)- ACTIVITY

TABLE DISCUSSION

Are there organizations in your community that are credible, respected, and neutral to potentially serve as in a fiscal role (or as initial “umbrella”) for your efforts?

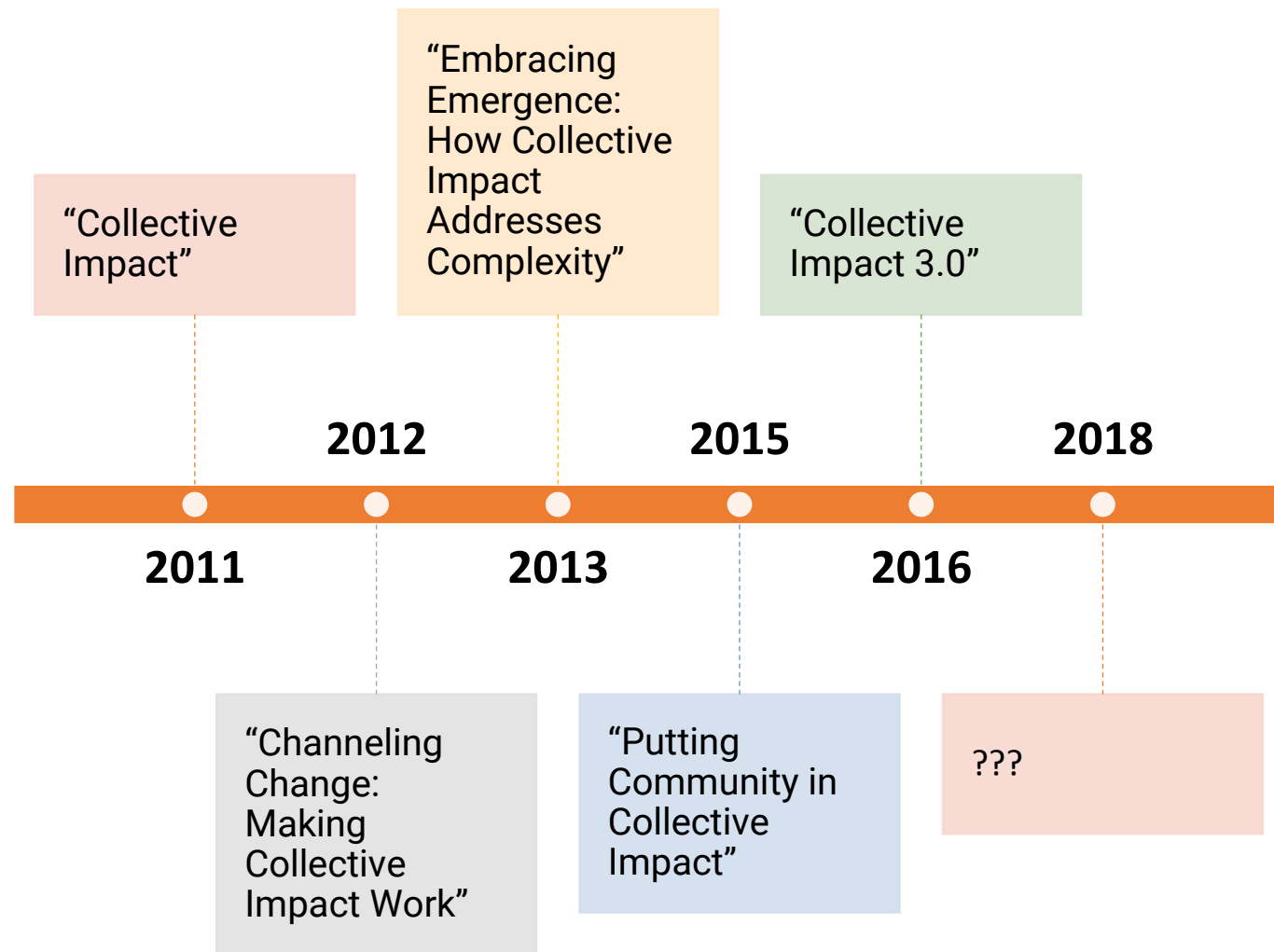
Are there individuals with the right skills and qualifications to potentially be a coordinator for this work?

- What are the right skills and qualifications?



10 MINUTE BREAK

EVOLUTION OF COLLECTIVE IMPACT



PARADIGM SHIFTS FOR COLLECTIVE IMPACT 3.0

From a management
paradigm...

**To a movement
building paradigm**

Building on a common
agenda...

**To community
aspirations**

Building on shared
performance
measures...

**To strategic, real-time
learning**

PARADIGM SHIFTS FOR COLLECTIVE IMPACT 3.0

Building on mutually
reinforcing activities...

**To high-leverage and
systems-focus**

Building on continuous
communication...

**To authentic
community
engagement**

From backbone
organization ...

**To a container for
community change**

EARLY STEPS TO GET STARTED WITH COLLECTIVE IMPACT

What to do now....

- Read the suite of Collective Impact articles from SSIR
- Assess Pre-Conditions
- Make the case with influential champions
- Influential champion invites other leaders to determine if there is interest

What comes later...

- Gather and analyze baseline data
- Conduct a landscape scan and asset map
- Identify/borrow initial staffing

PARTING THOUGHTS ON HOW COLLECTIVE IMPACT IS DIFFERENT

- Achieve a perpetual state of simultaneous planning and doing
- Allow for the “Shock of the Possible”
- Pay attention to Relationships; it’s what matters most
- Listen, listen, listen for how to respond to unanticipated results
- Adopt a mindset of “burning patience”/“impatient optimism”





Indiana United Ways

QUESTIONS?

- What do you want to know now?
- What would you like to make sure we cover tomorrow?
- What worked for you about today?
- What would you like to be better?