Exploring the
Collective Impact Opportunity

Co-Hosted By

Welborn Baptist Foundation 20 YEARS 2000-2020

TALENT 2025

September 24th, 2020 | 9:00 - 10:30 am CDT
Zoom Meeting: https://zoom.us/j/95778596052 | Meeting ID #: **957 7859 6052**

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Regional Briefing

September 2020

Evansville Regional Business Committee (ERBC)

Background

- An organization made up of the business leaders of the largest and/or most engaged businesses in the region

- Engaged on many of the largest and transformative initiatives in the region

- Mission: Advance regional development and quality of place by advocating, collaborating, and engaging on key initiatives and investments

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ERBC Members

- John Cinelli, President
  METRONET

- Barry Cox, President & COO
  Warehouse Services, Inc.

- Leah Curry, President **
  Toyota Motor Manufacturing of Indiana

- Femi D-Etti, Executive Director & GM
  AstraZeneca

- Scott Doyle, Senior Vice President
  CenterPoint Energy

- JP Engelbrecht, CEO
  South Central Inc.

- Craig Fesler, Vice President
  SKANSKA

- Jack Griffin, CEO **
  Atlas World Group

- Kevin Koch, President & CEO
  Koch Enterprises, Inc.

- Robert Koch II, Chairman
  Koch Enterprises, Inc.

- Court Kull, President, So. Indiana Region
  Fifth Third Bank

- Shawn McCoy, CEO
  Deaconess Health System

- Dan Parod, President
  St. Vincent Health

- Art Pike, Vice President, Reckitt
  Benckiser/Mead Johnson

- Ronald Romain, President & CEO * **
  United Companies

- James Ryan, Chairman & CEO **
  Old National Bancorp

- Tom Salmon, Chairman & CEO **
  Berry Global

- John C. Schroeder, President & CEO
  Wabash Plastics, Inc.

- Mark A. Schroeder, Chairman & CEO
  German American Bank

- Clifton Sifford, President & CEO
  Shoe Carnival, Inc.

- Chris Traylor, Co-President
  Traylor Bros., Inc.

- Linda White, Chief Administrative Officer
  Deaconess Henderson Hospital
  Retired President & CEO Deaconess Health System

- Peter J. Paradossi, President

- Andrew Goebel, Vice President

ERBC Chair *
ERBC Executive Committee **

4

A New Initiative is Needed…

❑ Many good things are <u>independently</u> happening across the region

❑ The region needs to <u>systematically</u> accelerate our growth and development to compete on:

- Demographics   - Talent
- Economic growth   - Quality of Place

<u>Vision</u> – To be the talent and economic region of choice in the Mid-West

<u>Objective</u> – To align resources that increase the size and capacity of the talent pool and enhance the quality of place in The Greater Evansville Region

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Project Overview

- 40+ community stakeholders - representing Vanderburgh, Warrick, Posey and Gibson Counties in Indiana, and Henderson County, Kentucky

- Devoted almost a year to discuss how to **grow the community into the talent and economic region of choice in the Midwest**.

- While there are many great things happening across the region, a coordinated focused effort is needed to optimize impact.

TAL<small>●</small>NT 2025

TALENT 2025 Goals

POPULATION GROWTH	YOUNG ADULT POPULATION	DECREASE POVERTY
Goal: 10,000 residents ⬆	**Goal:** 5,500 ⬆	**Goal:** 2,100 ⬇

EMPLOYMENT GROWTH	INCREASE WAGES	IMPROVE HEALTH
Goal: 5,000 jobs ⬆	**Goal:** $10,000 ⬆	**Goal:** 0.3 ⬆ **(From:** -0.2 to +0.1**)**

INCREASE EDUCATIONAL ATTAINMENT		COST OF LIVING
Goal: 88.0% ⬆	**Goal:** 25% ⬆	**Goal:** Favorable to peers

Governance/Operating Structure

Steering Committee
[ERBC Exec Committee & Regional Stakeholders]
→ **Governance & Vision**

Executive Director
[J. Whiteside – Report to ERBC]
→ **Strategy Coordination & Alignment**

Core Team
[Wathen, Barney, Forston, Canterbury, Creech]
→ **Workstream Leads**

Ad-Hoc Work Group
- Employers
- Prospective EE's
- Educators

Employment & Wage Growth	Population Growth	Educational Attainment	Health Index	Poverty Reduction
Advanced Mfg and Health/Life Sciences	Unified Marketing Platform	Alignment between skill/credentials and future jobs	Policy, systems and environment changes	Raise residents to a thriving level of stability

→ **Tactics & Initiatives**

Economic Development Coalition	SW Indiana Chamber	Junior Achievement	Welborn Baptist Foundation	United Way SW Indiana

→ **Lead Organization**

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Our Presenter

Sylvia Cheuy

Consulting Director, Collective Impact

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In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.

Evaluating Impact

Collective Impact

Community Innovation

COMMUNITY CHANGE

Community Engagement

Collaborative Leadership

CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY

Vibrant Communities

In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

POLL: Who's In the Virtual Room?

Who Are You? (choose all that apply)
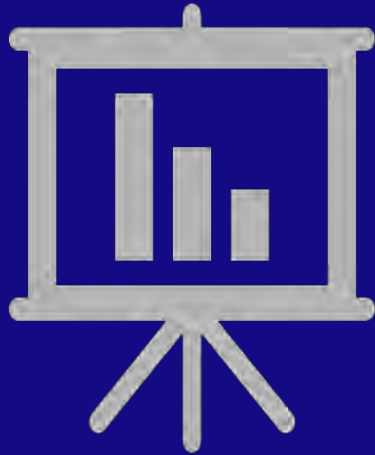
- ❑ I **reside** or **work** in the **Greater Evansville Region**

- ❑ I am with a **Talent 2025 Partner Organization**

- ❑ I bring a **business sector** perspective

- ❑ I bring an **education sector** perspective

- ❑ I bring a **health sector** perspective

- ❑ I bring a **public sector** perspective

- ❑ I bring a **lived experience and/or community** perspective

- ❑ I bring an **other** perspective (please specify):

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POLL #2

What is Your Knowledge/Experience with Collective Impact?

❑ I **know very little** about Collective Impact

❑ I have **read a bit** and/or am **familiar with the theory** of Collective Impact

❑ I am **beginning to implement** a Collective Impact initiative

❑ I have **worked with an established** Collective Impact Initiative

❑ **Other** (please provide detail)

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The 5 Interconnected Practices of Community Change

Source: *Our Community Can Change* by Paul Born

PRACTICE	IMPACT	IMPLEMENTATION
Collective Impact	Most Powerful	Employs a framework that enables large scale change and population level impact
Community Engagement	Most Important	Achieving large scale change requires the wisdom and engagement of diverse stakeholders & perspectives
Community Innovation	Most Critical	Invites a rethinking of current tools and approaches to bring in new practices and insights
Collaborative Leadership	Most Personal	Encourages consideration for how you show up in this work
Evaluating Impact	Most Essential	Provides the required knowledge of outcomes & impacts needed to scale change.

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Collective Impact: A Definition

"A disciplined, **cross-sector** approach to solving **complex** social and environmental issues on a **large scale**."

- FSG: Social Impact Consultants

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3 Preconditions for Collective Impact

- Influential Champion(s)

- Urgency of issue

- Adequate Resources

The 5 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

Diverse Voices * Responsive * Community Aspiration

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * Alignment * Tracking Progress * Results

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * System * Supportive * Centered

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
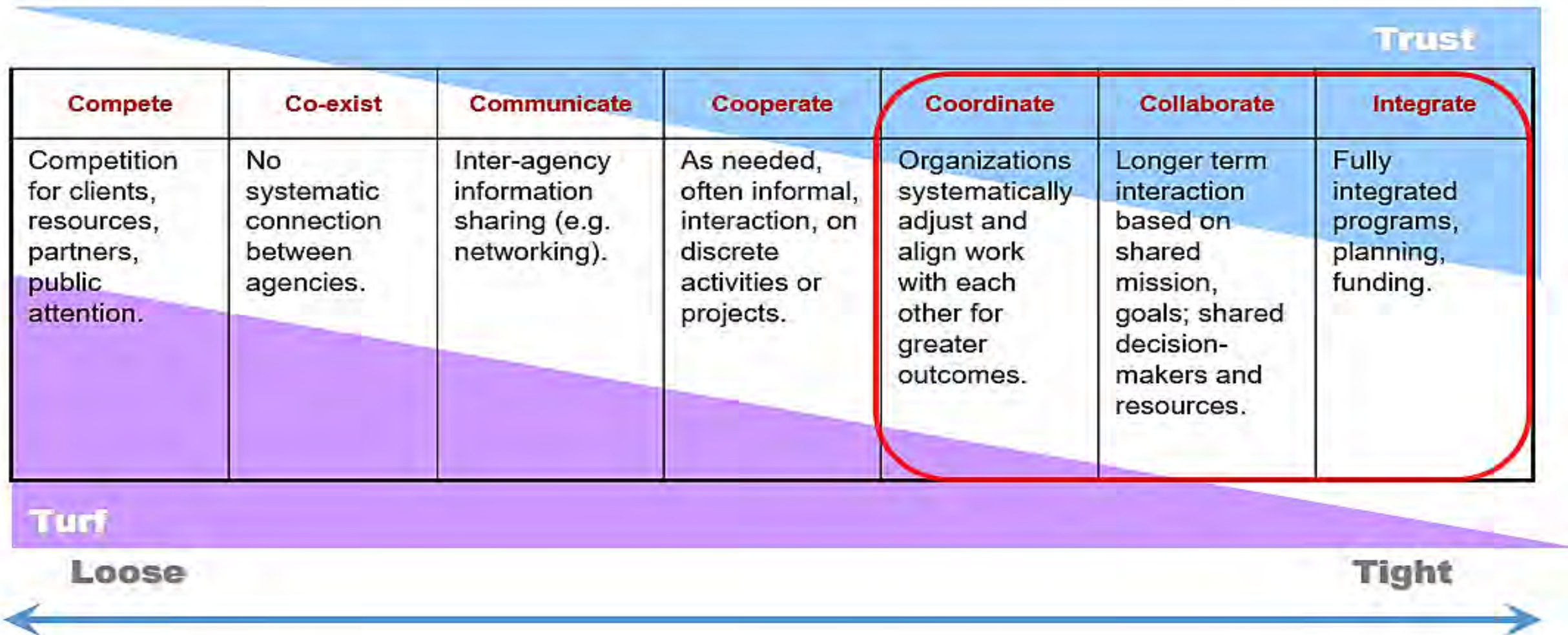
Trust * Transparency * Ongoing * Engagement

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

Facilitate * Convener * Coordinate * Movement

The Collaboration Spectrum

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.

Trust

Turf

Loose   Tight

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What Type of Problem Is It?

Simple

Making Soup

Right **"recipe"** essential

Experience gives same results every time.

KNOWN

Complicated

Sending a Rocket to the Moon

Formulae are needed. **Experience** built over time & can be **repeated** with success.

KNOWABLE

Complex

Raising a Child

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

UNKNOWABLE

Source: **Brenda Zimmerman,** Director of Health Industry Management Program, Schulich School of Business

The Case for Multi-Sector Collaboration

- No one sector, working alone can effectively address complex issues

- Complexity is best addressed with a multi-sector approach

- "Context experts" are as necessary as "content experts" in generating effective solutions to complex issues.

Collective Impact...

DOES NOT...	DOES...
• Employ a single organization or sector approach	• Require a backbone investment to steward the collective work forward
• Focus solely on programmatic outcomes	• Require diverse perspectives
• Work on short term priorities	• Use data to inform the issue and outcomes
• Resolve simple or complicated problems	• Focus on the systemic barriers & identify policy change opportunities
• Create a net new "organization"	• Leverage existing assets & programs in an intentional and aligned way
	• Focus on high impact priorities
	• Encourage agility and enable multiple organizations & sectors to innovate together on new solutions

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Collective Impact: Example in Action
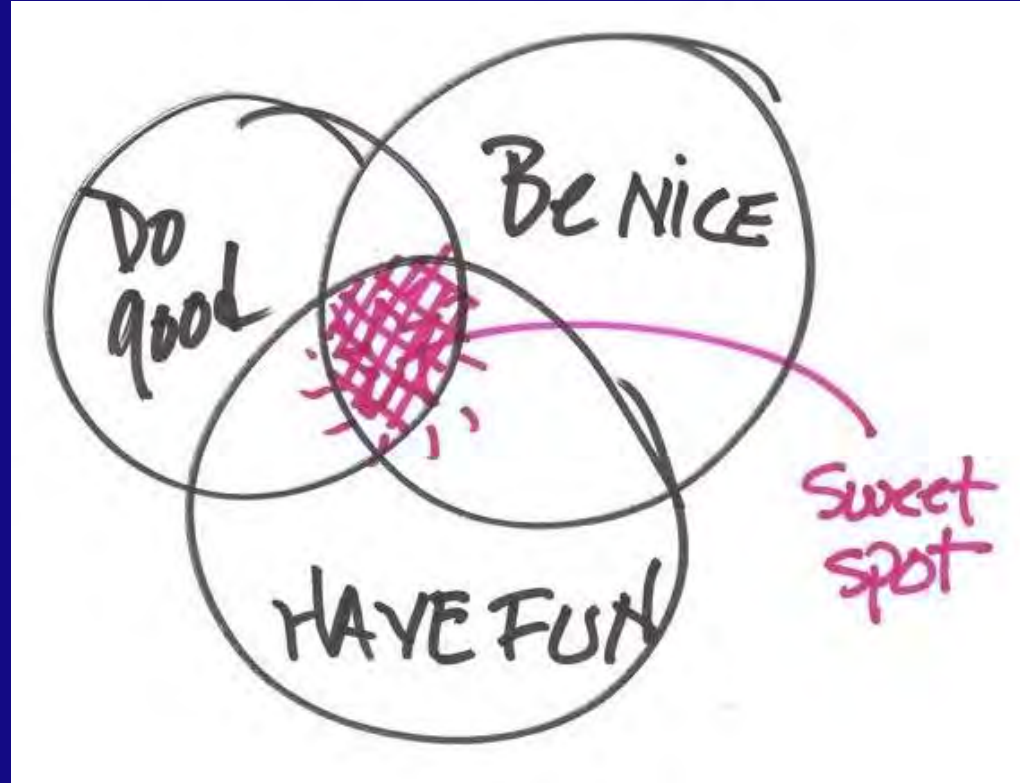
Collective Impact Example: Erie Together

DESIRED OUTCOMES

LEARN
More children become successful adults

WORK
More Erie residents have family-sustaining employment

THRIVE
More Erie County families able to meet their basic needs

Collective Impact: Example in Action

COUNTY-WIDE ACTION TEAMS

LEARN
- Early Childhood Readiness & Success
- Aligning Education to Careers

WORK
- Balancing Workforce & Economic Development

THRIVE
- Individual & Family Stability

Collective Impact: Example in Action

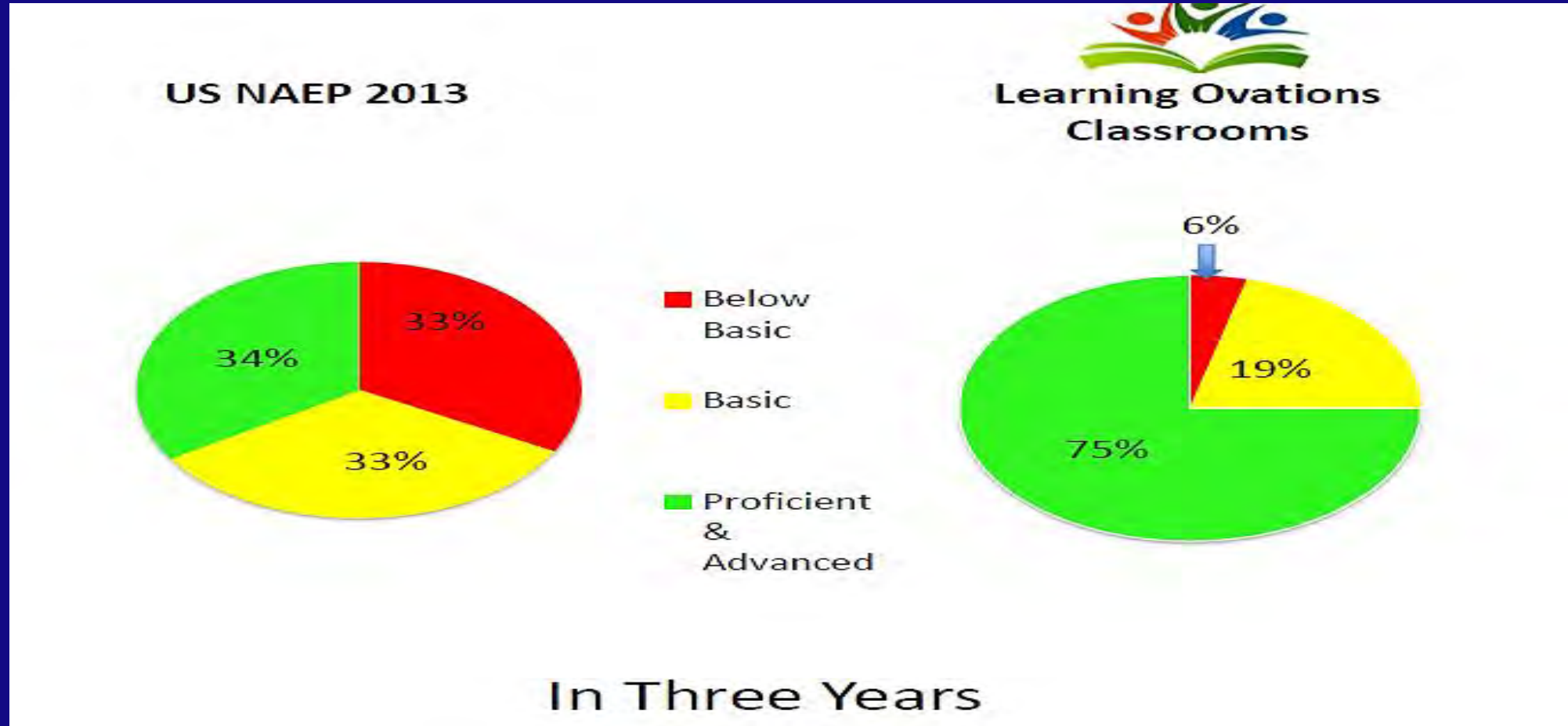More children become successful adults

High School graduates ready for next step

Youth with quality career exploration by 8th grade

Children reading at grade level in 3rd grade

Children ready to learn when they enter kindergarten

LEARN

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Collective Impact: Example in Action

Collective Impact: An Invitation to Think Differently

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Collective Impact Mindset Shift

Buy-In

+

Ownership

Collective Impact Mindset Shift

Content

Content is KING

Context

CONTEXT is KING
BUZZMEDIA

Collective Impact Mindset Shift

Programs (Youth Program) + Systems

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Programmatic Versus Systems Change

Karen J. Pittman
Co-Founder, President & CEO of
the Forum for Youth Investment

- Programmatic interventions help people **beat** the odds

- Systemic interventions seek to **change** the odds

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Collective Impact: Example in Action

- **Policy** – advocating for policy change at local or provincial levels to improve the systems

- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services

- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand

- **Increasing Coordination** – Re-aligning existing programs and stakeholders to maximize system efficacy

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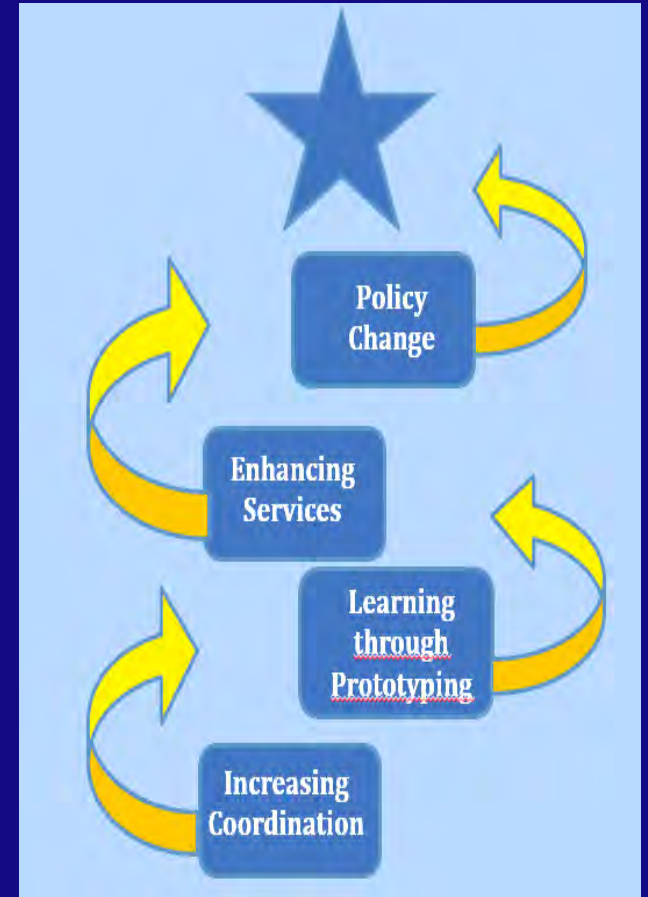
Tamarack's Lessons Implementing CI
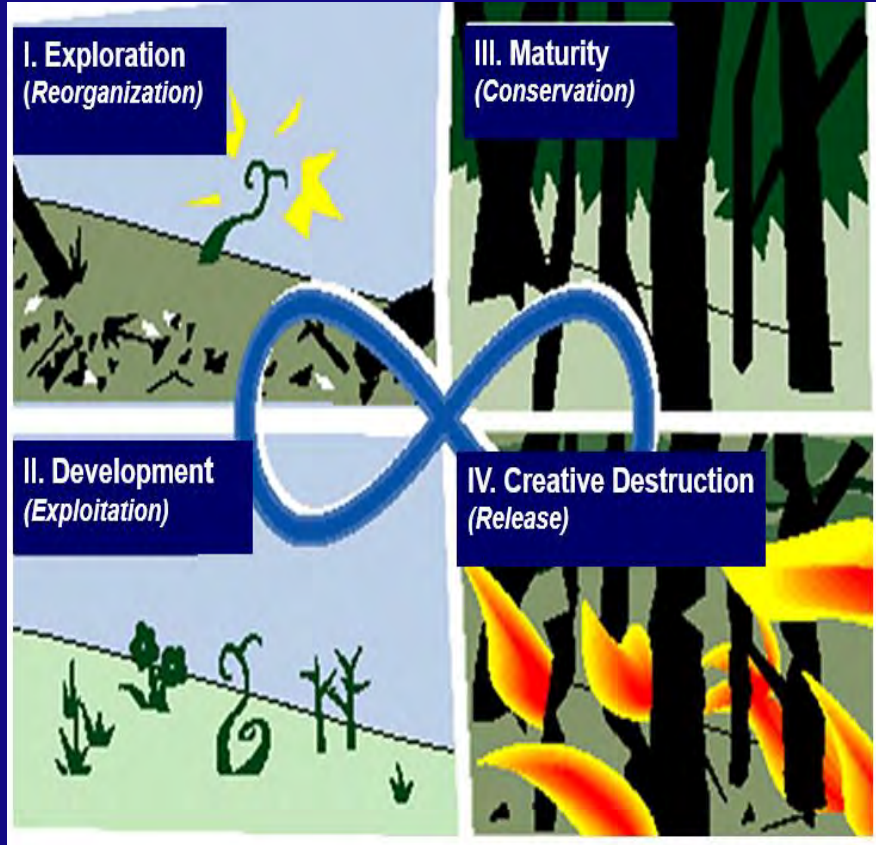
- Plan for 3-5 year campaigns

- Different phases require different leadership

- Learning and reflection needs to be built into every phase

- Watch out for traps

- Renewal is critical

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Collective Impact: Implications for Leaders

- Collective Impact requires a twofold focus:
  - Creating infrastructure for the system leaders to work together in new ways; and,
  - Developing action plans to address your shared issue

- Collective Impact requires a long-term commitment:
  - It's critical to manage expectations for this
  - The tension between learning & action must be held creatively

- Collective Impact creates a "shared innovation space" for prototyping & addressing systems issues

Things to Consider in Collective Impact

- Patient capital

- Persistence for longer term systems change

- Align funders across sectors to common agenda

- Legitimize the work of the collaborative table

- No playbook, support and advance the skills and capacity of collaborative partners

- Comments?
- Questions?

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COLLECTIVE IMPACT PLANNING CANVAS

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This planning tool will help you assess your community's readiness for Collective Impact and consider what knowledge and resources you have – and need – to address the three pre-conditions and five conditions of the CI Framework.

ASSESSING READINESS

IS COLLECTIVE IMPACT THE RIGHT APPROACH?

Collective Impact is a good choice if your group answers yes to at least 3 of the questions below.

Framing Questions for CI	Yes	No	?
Do we aim to effect a needle-change (i.e., 10% or more) on a community-wide metric?			
Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?			
Do we believe 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 leaders, partners & producers of impact?			

ASSESS THE 3 PRE-CONDITIONS OF COLLECTIVE IMPACT

How well have you addressed the 3 pre-conditions of collective impact? What else needs to be done? How might you do that?

1. **INFLUENTIAL CHAMPIONS** – You have a diverse network of credible leaders willing to champion your issue and work collaboratively to address it.

2. **URGENCY OF THE ISSUE** – How is your issue perceived across the community? Do you need to heighten awareness?

3. **ADEQUATE RESOURCES** – Have you secured financial and/or in-kind resources to support your collaborative work to build momentum?

CREATING A COMMON AGENDA

WHAT IS THE SHARED VISION FOR THE CHANGE YOU WANT?

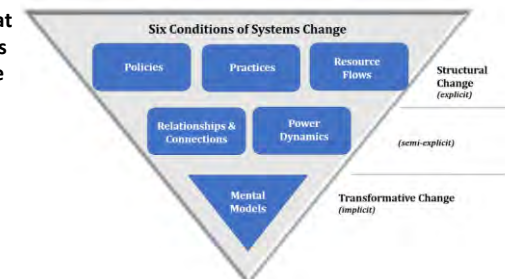**HAVE PARTNERS AGREED ON A JOINT PLAN TO ACHIEVE THE VISION?**

WHO ELSE NEEDS TO BE ENGAGED TO SHAPE YOUR COMMON AGENGA?

APPLYING THE LENS OF SYSTEMS CHANGE

Program strategy help people to "beat the odds". Systems change strategies seek to change the odds for everyone

- Have CI partners considered &/or identified opportunities for systems change?
- Are strategies to advance systems change part of your CI Action Plan?

WHAT ARE NEXT STEPS FOR YOUR SYSTEMS-CHANGE AGENDA:

Six Conditions of Systems Change

Policies	Practices	Resource Flows	Structural Change (explicit)
Relationships & Connections	Power Dynamics		(semi-explicit)
Mental Models			Transformative Change (implicit)

DATA & SHARED MEASUREMENT

What data do you have to inform your understanding of your shared issue and help frame your common agenda?

What systems & processes enable partners to periodically review and make sense of data and agreed upon shared measures?

BACKBONE INFRASTRUCTURE

Assess your backbone's readiness against the six core functions of the Backbone infrastructure:

BACKBONE ROLE	NOTES
Guide Vision and Strategy	
Advance Policy	
Mobilize Resources	
Build Community Engagement	
Support Aligned Activities	
Establish Shared Measurement Practices	

CONTINUOUS COMMUNICATON

KEY CONSIDERATIONS	NEXT STEPS
Partners have developed a common language for their work.	
insights & learning from the CI effort are shared with partner organizations	
Progress and learning is regularly shared with the community.	

BUILDING YOUR CI ACTION PLAN

Use the **Collective Impact 5 Phase Self-Reflection & Planning Tool** to assess the strengths and key tasks your CI Initiative needs to accomplish over the next 6-12 months for each of the 4 components of success:

CI Components of Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens – gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/ urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

GOVERNANCE & INFRASTRUCTURE

STRATEGIC PLANNING

COMMUNITY ENGAGEMENT

EVALUATION, IMPROVEMENT & LEARNING

Assessing the Collective Impact Framework

- **How might the Collective Impact framework support Talent 2025 to achieve its goals?**

  - **Identify potential challenges?**

  - **Identify possible opportunities?**

  - *Ask 1 person to capture notes of your group's dialogue*

  - *Make sure all have a chance to speak*

  - *Each group will be asked to share back 2 challenges & 2 opportunities from your discussion*

  - *You will have15 minutes*

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Whole Group Debrief
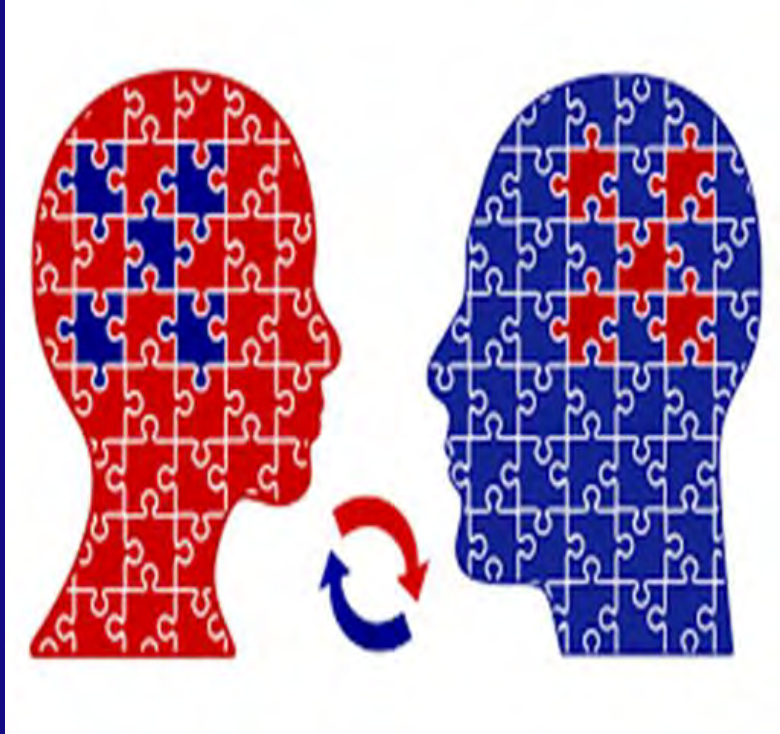
- AHAs & Insights

- New Questions?

Learn More About...

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