

**Moving Boldly toward a
Collective Impact
Approach**

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SETTING THE STAGE

- **What is Collective Impact?**
- **Why is a Collective Impact approach needed?**
- **The Five Conditions of Collective Impact**
- **Preconditions for Collective Impact**

KEY REFERENCES

- FSG; Original authors, FSG.org
- **Stanford Social Innovation Review**
 - Kania, J. & Kramer, M. (2011). **Collective Impact**. *Stanford Social Innovation Review*, Winter, 36-41.
 - Hanleybrown, F., Kania, J., & Kramer, M. (2012). **Channeling change: Making Collective Impact Work**. *Stanford Social Innovation Review*, January.
 - Turner, S. Merchant, K., Kania, J. & Martin, E. (2012). **Understanding the Value of Backbone Organizations in Collective Impact**. *Stanford Social Innovation Review*, June.
- **Tamarack Institute – An Institute for Community Engagement**
- **The White House Council for Community Solutions**

COLLECTIVE IMPACT

“The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.”

COLLECTIVE IMPACT

- **The commitment of a group of important actors**
- **from different sectors**
- **to a common agenda**
- **for solving a specific social problem**
(or, taking advantage of opportunities)

COLLECTIVE IMPACT

- **Not merely a new process that supports the same social sector solutions but an entirely different model of social progress** (Embracing Emergence; Kania and Kramer)
- **Not just a fancy name for collaboration but represents a fundamentally different, more disciplined, and higher performing approach to achieving large-scale change** (Channeling Change)

ISOLATED IMPACT

- Funders select individual grantees that offer the most promising solutions
- Nonprofits work separately and compete to produce the greatest independent impact
- Evaluation attempts to isolate a particular organizations impact
- Large scale change is assumed to depend on scaling a single organization
- Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits

COLLECTIVE IMPACT

- Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger *system*
- Progress depends on working toward the same goal and measuring the same things
- Large scale impact depends on increasing cross-sector alignment and learning among many organizations
- Corporate and government sectors are essential partners
- Organizations actively coordinate their action and share lessons learned

WHY IS A COLLECTIVE IMPACT APPROACH NEEDED?

Technical Problems

- the problem is well-defined,
- the answer is known in advance,
- and one or a few organizations have the ability to implement a solution

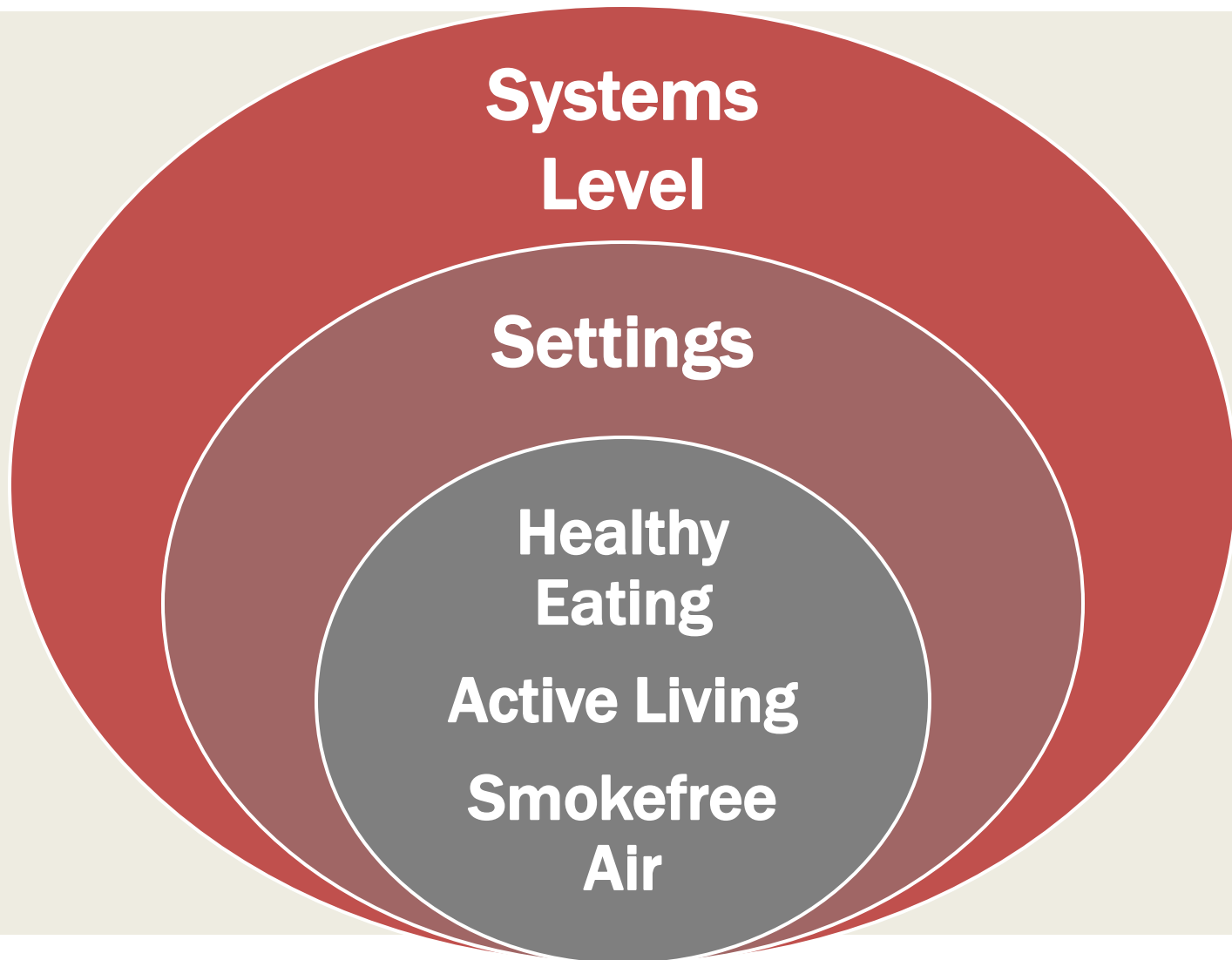
Adaptive Problems

- complex issues where the answer is not known, and even if it were,
- no single entity has the resources or authority to bring about the necessary change

**“MOST OF THE PROBLEMS WE WILL
FACE IN THE 21ST CENTURY WILL
REQUIRE MULTI-SECTORAL, MULTI-
DISCIPLINARY, AND MULTI-
COMPONENT EFFORTS.”**

Richardson and Allegrante, 2000

HEALTHY COMMUNITIES MOVEMENT



COLLECTIVE IMPACT APPROACH

“We believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.”

Hanleybrown, Kania, & Kramer, *Channeling Change*, 2011

THE FIVE CONDITIONS OF COLLECTIVE IMPACT

- **Common Agenda**
- **Shared Measurement**
- **Mutually Reinforcing Activities**
- **Continuous Communication**
- **Backbone Support**

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.

■ 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.

THE FIVE CONDITIONS OF COLLECTIVE IMPACT

■ **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 create common motivation.

THE FIVE CONDITIONS OF COLLECTIVE IMPACT

■ Shared Measurement

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

Shared measurement systems require

- Strong leadership
- Substantial funding
- And ongoing staff support from the backbone organization

THE DIFFERENTIATING FACTOR OF COLLECTIVE IMPACT

CURRENT BEHAVIOR –

**Predetermined solutions and emerging
rules of partner interaction**

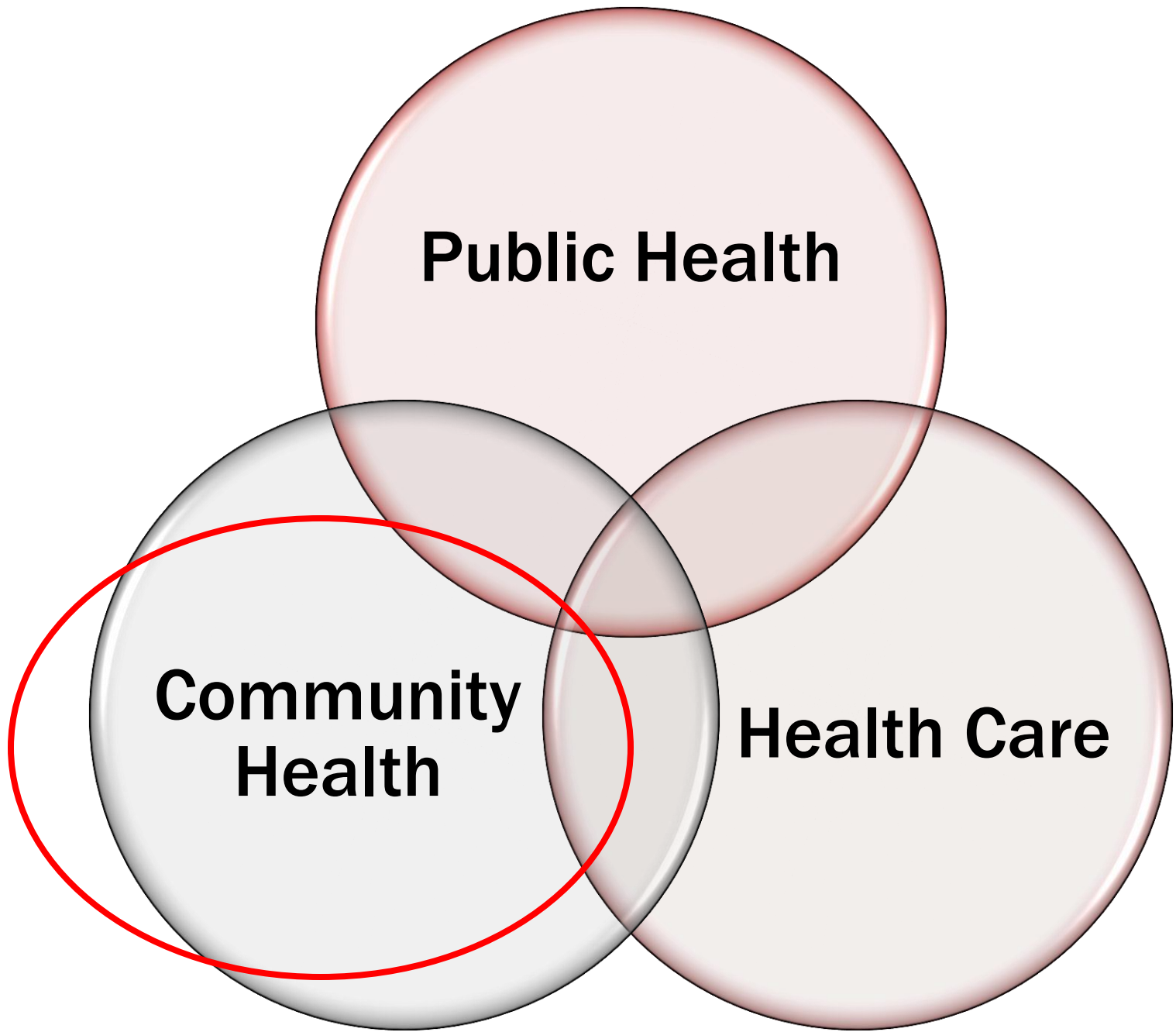
NEED FOR LARGE SCALE CHANGE –

**Predetermined rules for interaction and
emerging solutions**

THE PRECONDITIONS OF COLLECTIVE IMPACT

- **An influential champion** (or small group of champions) – most critical factor
- **Adequate financial resources** – needed for at least two to three years in the form of at least one anchor funder who is engaged from the beginning and can support and mobilize other resources to pay for the needed infrastructure and planning processes
- **Urgency for change** – Has a crises created a breaking point or has an opportunity surfaced that might entice organizations to work together?

**MOVING TOWARD A
COLLECTIVE IMPACT
APPROACH**



Public Health

**Community
Health**

Health Care

CATALYZING COLLECT IMPACT

Is the “right” Infrastructure in place?

- **Credible champions/Catalyst** exist to drive Collective Impact discussions
- **Neutral convener** (or strategic convener) exists and is looked to by the community
- **Backbone support structure** exists or key staff positions can be filled

CATALYZING COLLECT IMPACT

Are the conditions accommodating?

- **Significant resources and attention** are focused on addressing the problem
- **Existing collaborative efforts** are present that can be taken to the “next level,” and with tools and processes in place
- **Funder Alignment** of local funders (public and private) willing to financially support/partner on an effort

CATALYZING COLLECT IMPACT cont.

- **Potential to engage a broad, cross-sector set of community players**
- **Internal and external circumstances point to issue “ripeness” to the urgency of the issue at hand**
- **Within the community, there is a shared understanding of why there is an urgency for change, often driven by data**
- **Interest exists or effort is underway to understand the problem, key players, and/or evidence-based strategies**

FRAMING QUESTIONS

- Do we aim to effect change - i.e., move the needle - **10% or more** 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?

FRAMING QUESTIONS

- **Are we committed to using measureable data to set the agenda and improve over time?**
- **Are we committed to having community members as partners and producers of impact?**

THE COLLABORATION CONTINUUM

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.

LOOSE



TIGHT

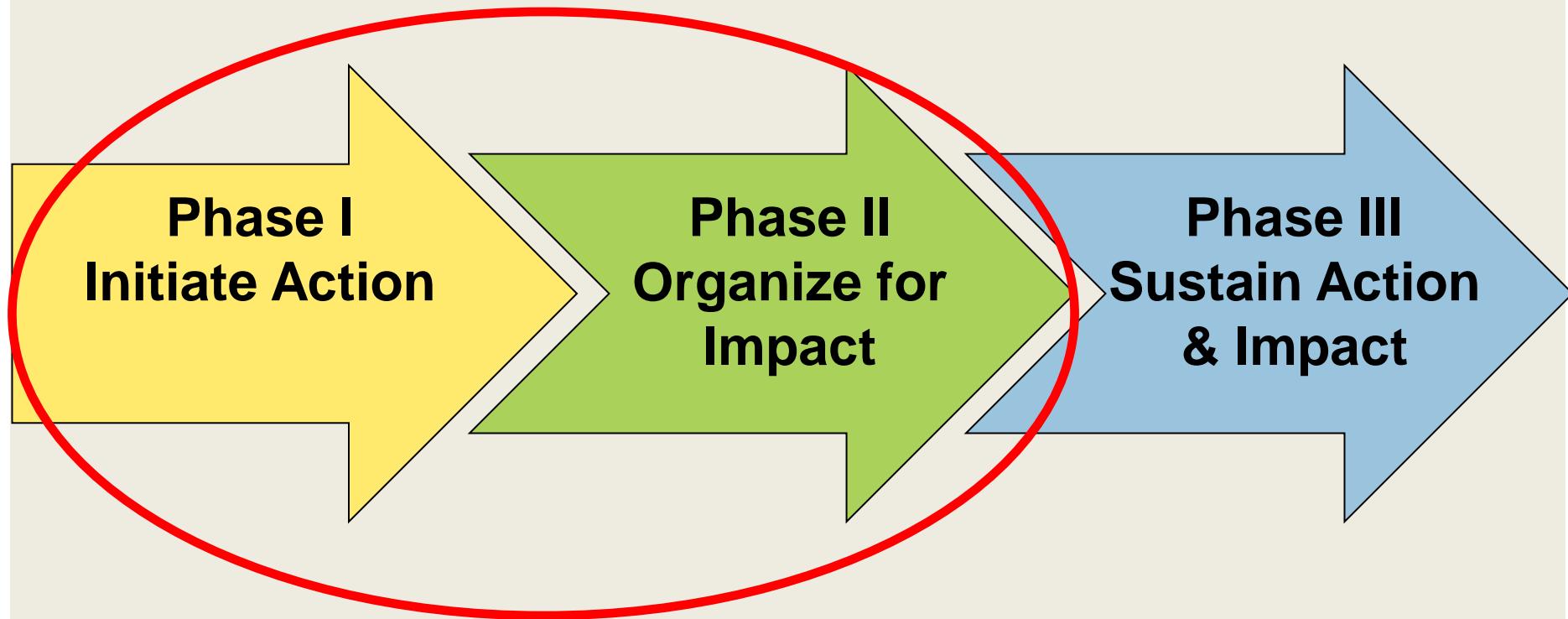
TURF



TRUST

PHASES OF COLLECTIVE IMPACT

(Developed by FSG)



Hanleybrown, F., Kania, J., & Kramer, M. (2012). **Channeling change: Making Collective Impact Work.** *Stanford Social Innovation Review*, January.

PHASES OF COLLECTIVE IMPACT

Components for Success	PHASE I Initiate Action
<i>Governance and Infrastructure</i>	Identify champions and form cross-sector group
<i>Strategic Planning</i>	Map the landscape and use data to make case
<i>Community Involvement</i>	Facilitate community outreach
<i>Evaluation and Improvement</i>	Analyze baseline data to identify key issues and gaps

PHASES OF COLLECTIVE IMPACT

Components for Success	PHASE II Organize for Impact
<i>Governance and Infrastructure</i>	Create infrastructure (backbone and processes)
<i>Strategic Planning</i>	Create common agenda (goals and strategy)
<i>Community Involvement</i>	Engage community and build public will
<i>Evaluation and Improvement</i>	Establish shared metrics (indicators, measurement, and approach)

COMMON AGENDA

- **Creating the boundaries of the system or issue to be addressed**
- **Developing a strategic action framework to guide the activities of the initiative**

**** A series of agreements and commitments between partners**

BACKBONE ORGANIZATION

Effective backbone support is a critical condition for collective impact and is the number one reason that collective impact initiatives fail. (Turner et al., 2012)

KEY FUNCTIONS OF BACKBONES

- **Guide vision and strategy**
- **Facilitate effective dialogue**
- **Manage data collection and analysis**
- **Support community engagement**
- **Develop effective communications**

BACKBONE ORGANIZATION

In the best of circumstances, the backbone organization embodies the principles of adaptive leadership:

- **The ability to focus people's attention to create a sense of urgency**
- **The skill to apply pressure to stakeholders without overwhelming them**
- **The ability to frame issues as opportunities**
- **Strength to mediate conflict of stakeholders**

SUCCESSFUL BACKBONES

- Have a high level of credibility with the community
- Serve as neutral conveners
- Have a dedicated staff
- Build key relationships across members of the initiative
- Focus people's attention and create a sense of urgency
- Frame issues in a way that presents opportunities as well as difficulties
- Use the measurement and evaluation process as a tool of learning and progress not only accountability

SHARED MEASUREMENT

Focus is on having an agreed upon small but comprehensive set of indicators. Establishes a common language that

- supports the action framework,
- measures progress along the common agenda,
- enables greater alignment among the goals of different organizations,
- encourages more collaborative problem-solving,
- and becomes the platform for an ongoing learning community that gradually increases the effectiveness of all participants.

Public Health

**Community
Health**

Health
Care

Community-at-Large

- **Community
Institutions/
Organizations**
- **Health Care**
- **Worksites**
- **Schools**

MUTUALLY REINFORCING ACTIVITIES

- The power of CI comes not from the sheer number of participants or the uniformity of their efforts, but from the **COORDINATION** of their differentiated activities through a mutually reinforcing plan of action.
- Each activity must fit into the overarching plan if their combined efforts are to succeed.

COMPREHENSIVE PLAN – SYSTEM OF SUPPORT

Systems Level

- Food Systems
- Built Environment
- Smokefree Environments
- Media / Messaging
- Training

↑
Region-
wide
↓

Settings Level

- Childcare
- Schools
- Worksites
- Hospitals
- Community Organizations
- Housing
- Senior Settings

↑
Life
Span
↓

Strategic Directions

- Tobacco Free Living
- Healthy Eating
- Active Living
- Clinical Preventive Service
- Healthy & Safe Physical Environments

↑
Preventable
Differences
↓

CONTINUOUS COMMUNICATION

- “The process by which leaders from different organizations, sectors, and levels of influence come together for collective impact is incredibly important and should not be rushed.”
 - These efforts, if well done, will require dedicated engagement, patience, deliberation, debate, and conflict.
 - The question is where time has been spent building adequate trust among various players where such conflict is constructive or whether there is a lack of trust.

LEADING AND MANAGING COMPLEXITY

- **Determining when a collective impact approach is appropriate for an issue (or opportunity)**
- **Managing multiple collective impact initiatives**

TAKEAWAYS

- Not every initiative should use a collective impact approach
- One of the key differentiating factors of a collective impact approach is pre-determining the rules for interaction between and among the partners and letting the solutions arise (instead of starting with a plan and then engaging partners)
- The front end relationship and agreement work in Phases I & II is critical to success
- The goal is not just to work together better, but to create systems that work for people (Ken Thompson, blog, Collective Impact, Funder Heal Thyself)

TAKEAWAYS

- Each Phase is marked by a series of agreements (which is essential to gaining buy-in)
- Beware of a reliance on short-term data that might not be the right measurements
- Collective impact is about systems change not programs; Achieving collective impact requires the capacity to deal with complexity

**QUESTIONS?
COMMENTS?**

THANK YOU!