



Moving Toward “Collective Impact”

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Community Initiatives

Challenges & Opportunities

Place-based efforts are not adding up fast enough to reverse negative trends (e.g., growing health disparity)

The tight fiscal environment is straining budgets--causing uncertainty & opportunity

Need for greater collective impact at local, state & combined levels

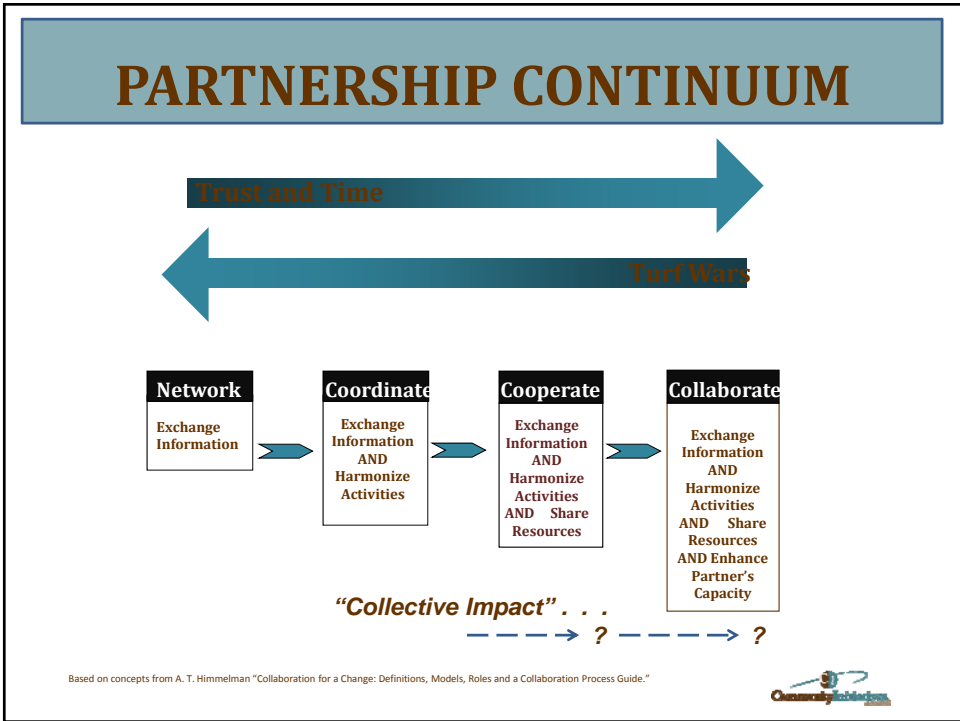


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Moving Toward Greater Collective Impact...

Common Agenda	<ul style="list-style-type: none"> • Common understanding of the problem • Shared vision for change
Shared Measurement	<ul style="list-style-type: none"> • Collecting data and measuring results • Focus on performance management • Shared accountability
Mutually Reinforcing Activities	<ul style="list-style-type: none"> • Differentiated approaches • Willingness to adapt individual activities • Coordination through joint plan of action
Continuous Communication	<ul style="list-style-type: none"> • Consistent and open communication • Focus on building trust
Backbone Support	<ul style="list-style-type: none"> • Separate organization(s) with staff • Resources and skills to convene and coordinate participating organizations


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Shape Up Somerville – Childhood Obesity


Common Agenda, Shared Goals:



Increase daily physical activity



Increase healthy eating



Improve infrastructure and policy

Structure

The Beginning: 3-year, research trial (Tufts University) with core funding from Centers for Disease Control and Prevention

The Structure Today:







30 member Steering Committee

Mayor | City Departments | Somerville School Committee | Community-based and Statewide Orgs

Backbone

Three positions created within city government
Planner | Coordinator | Director

Diverse Stakeholders Targeted:

Schools | Families | Citizens | Government | Community Groups | Businesses

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Source: FSG Interviews and Analysis, Shape Up Somerville Website: <http://www.ci.somerville.ma.us/departments/health/sus> © 2012 FSG

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SHAPE UP SOMMERSVILLE

Before School:

- Breakfast Program
- Walk to School Campaign

During School:

- School Food Service enhances the quality and quantity of food for students
- Classroom Curriculum on Healthy Eating
- Enhanced Recess

After School:

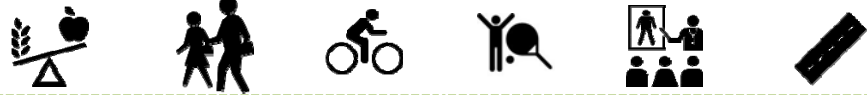
- After School Curriculum (e.g., cooking, yoga, soccer)

At Home:

- Parent Outreach and Education through newsletters and events
- Family Events
- Parent Nutrition Forums

In Community:

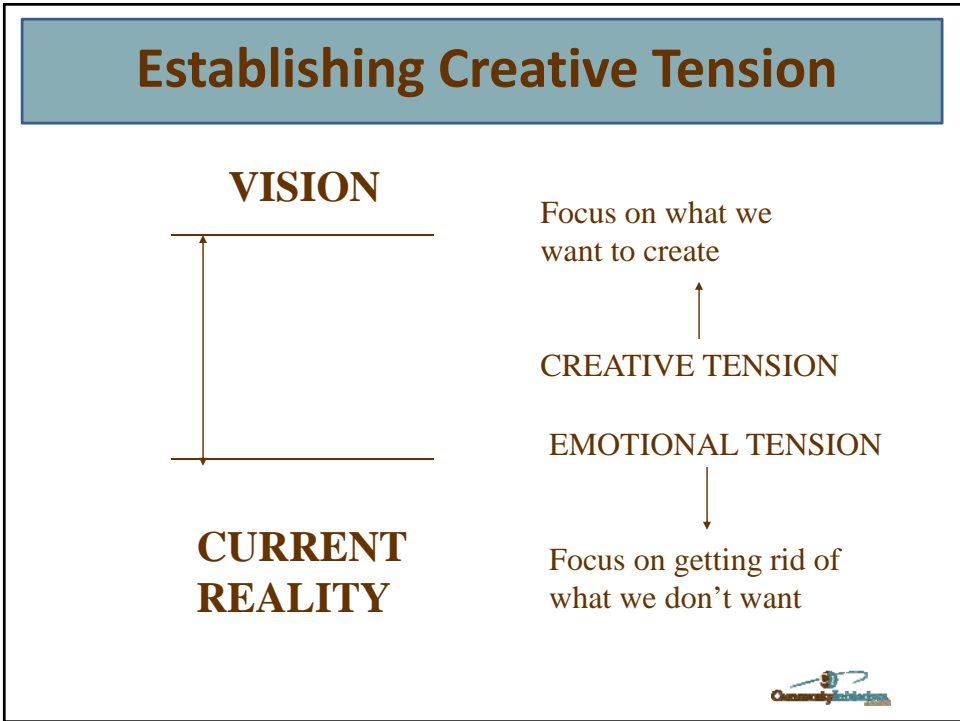
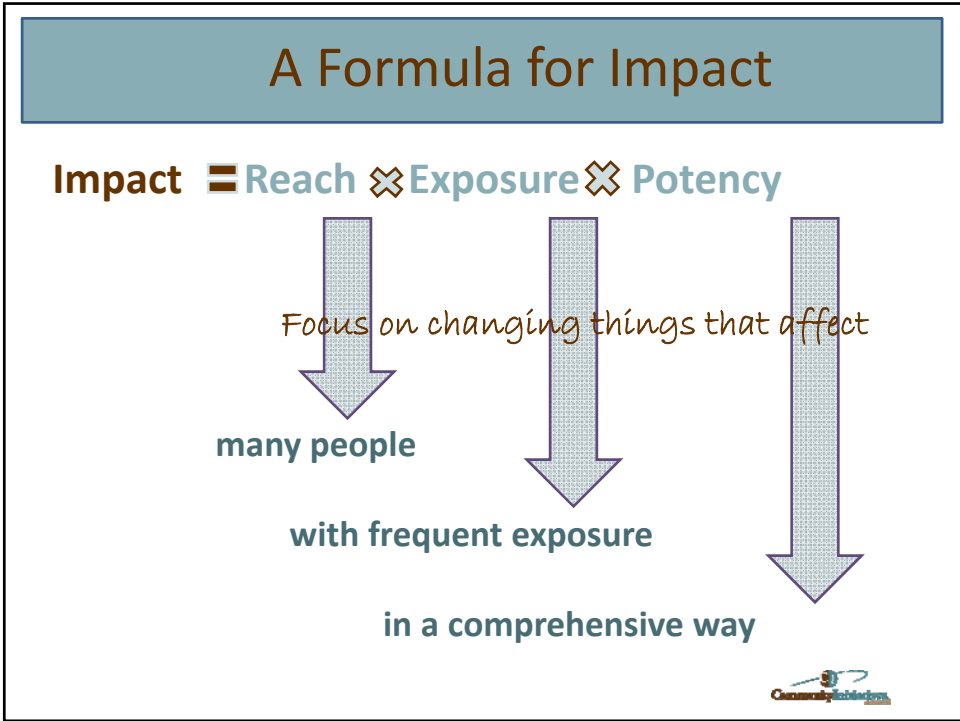
- Walkability and safe routes to encourage pedestrians and bicyclists
- Farmers' Market
- Approved Restaurants to enhance healthy food options
- Physician and Nurse training to identify overweight kids
- Policy Development



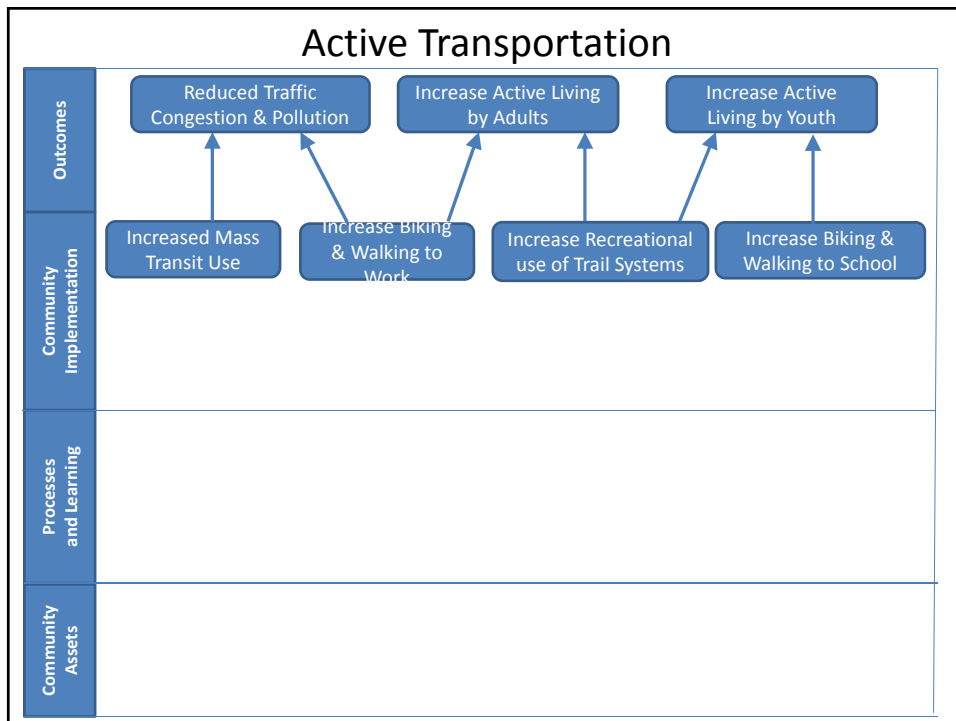
Mutually reinforcing interventions

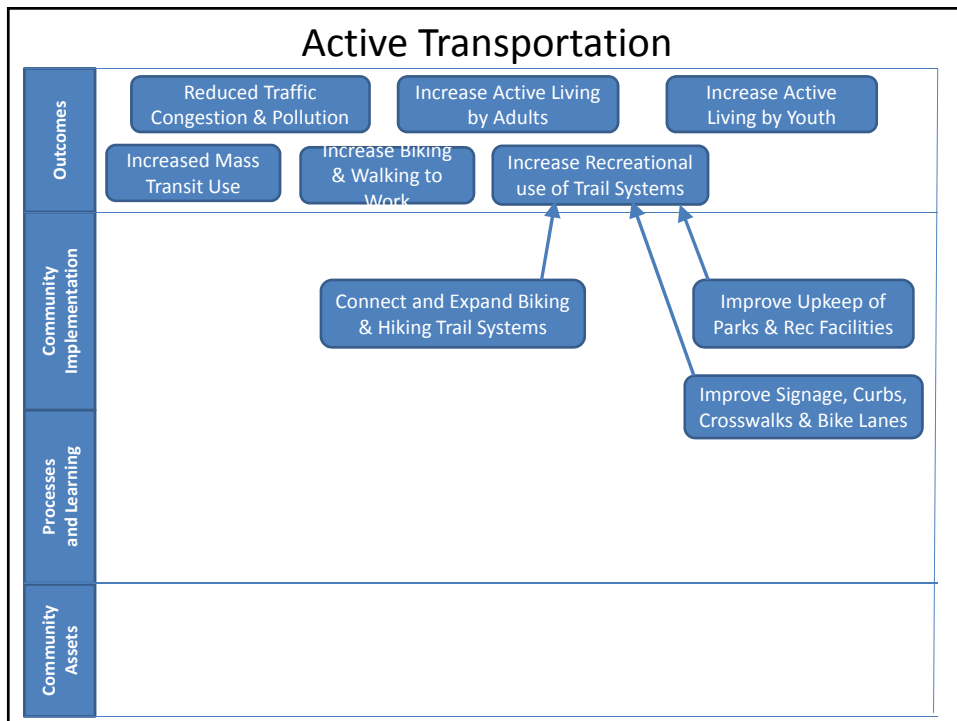
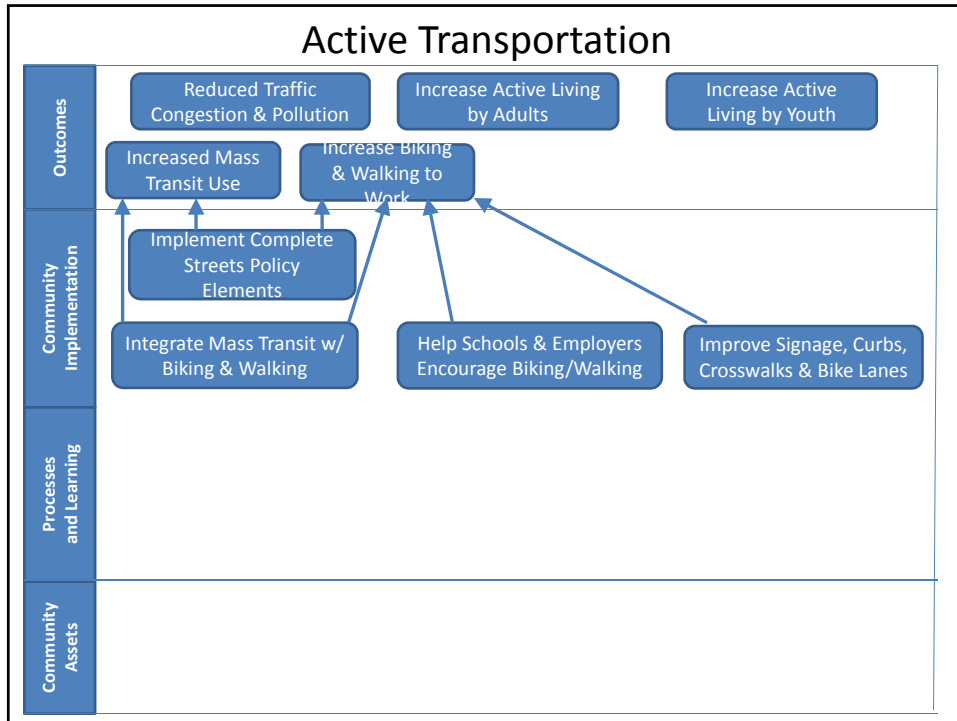
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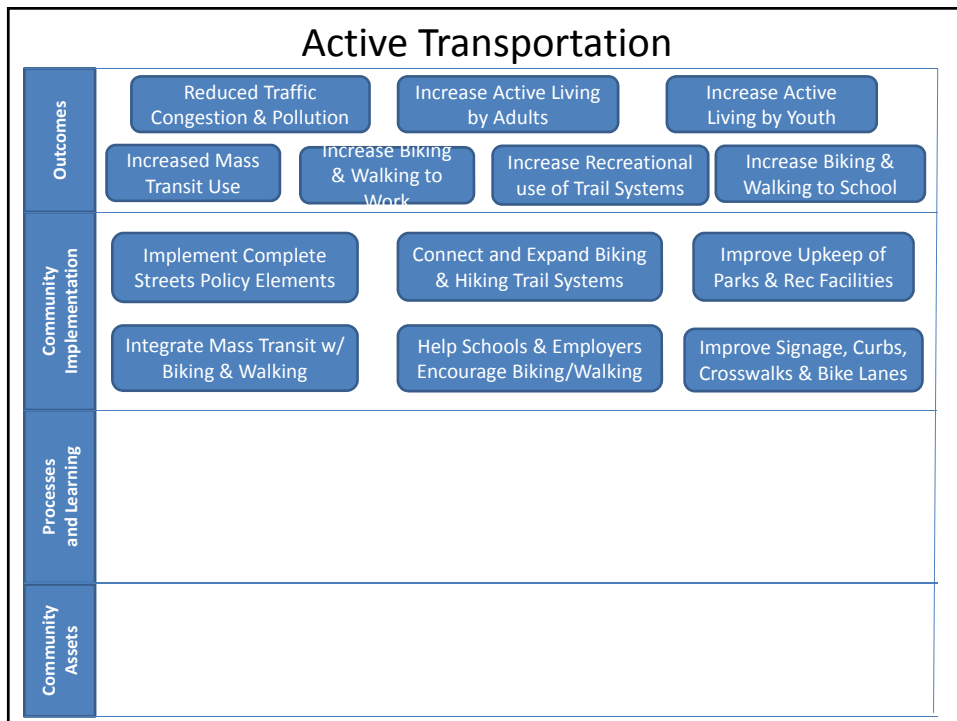
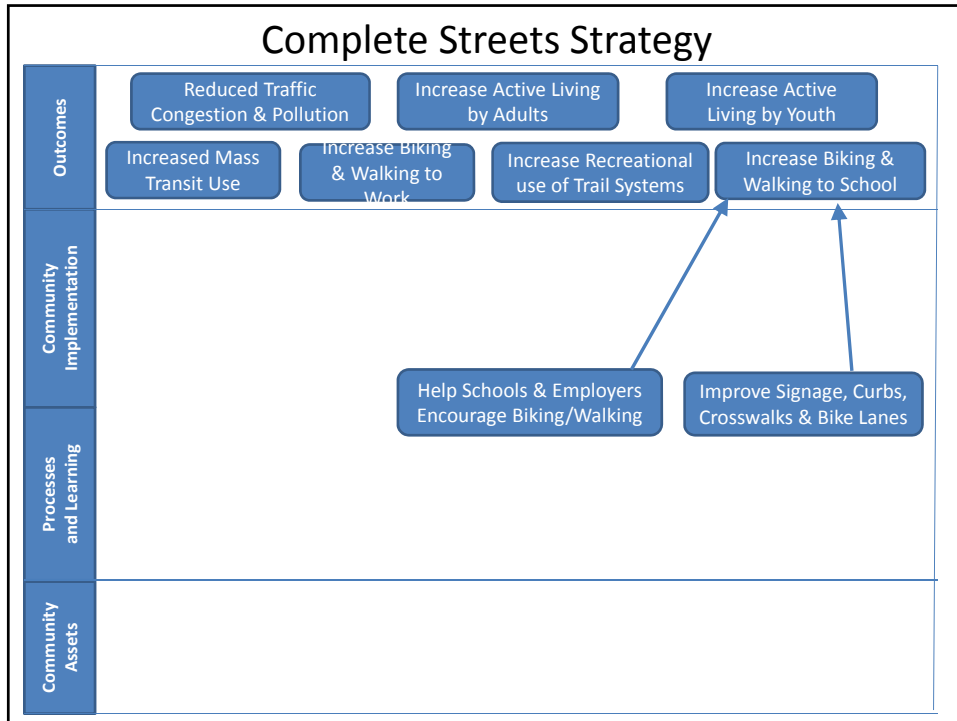
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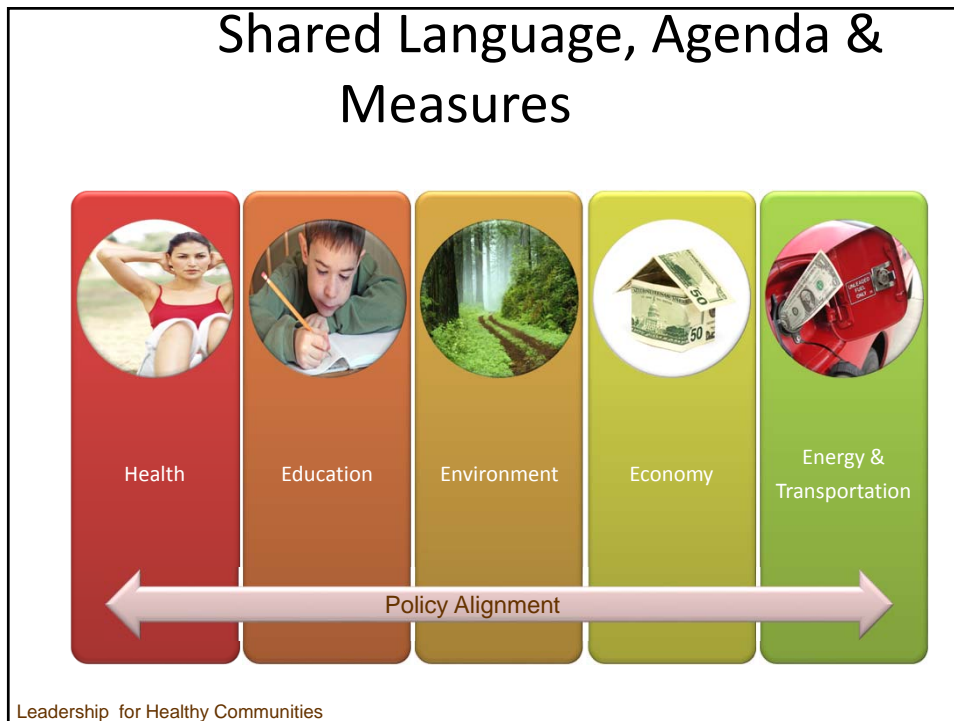
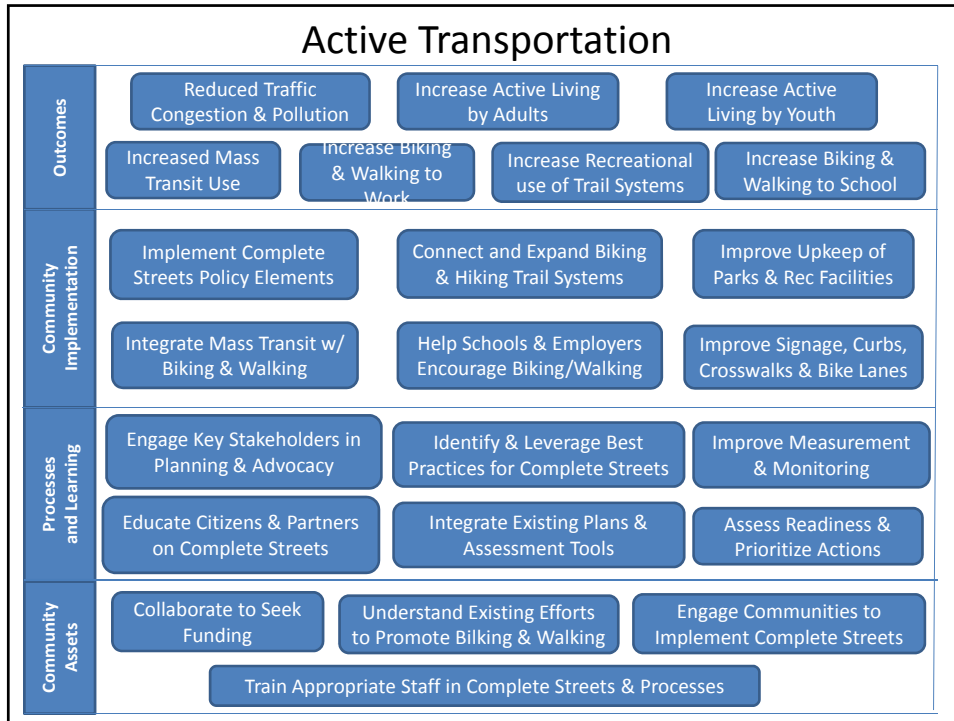


Strategy Maps	
Outcomes	<p>What Outcomes are we striving to achieve?</p> <ul style="list-style-type: none"> - Short statements that describe the change - These will have measures and targets added later
Community Implementation	<p>What Objectives (e.g. types of Programs, Policies, or Changes) will we Implement to accomplish the above outcomes?</p> <ul style="list-style-type: none"> - Short statements that describe the change - If we do these things, we will be successful in achieving the outcomes
Processes and Learning	<p>What do we need to change in how we do things (e.g. plan, manage, align, learn, collaborate, or generally get things done) in order to successfully implement the above Objectives?</p>
Community Assets	<p>What assets do we need to mobilize, leverage, enhance and expand in order to do all the Objectives listed above?</p>









"Everyone must be invested, transforming their own spheres of influence to transform our environment. We've now seen, time and time again, that if we can give people ubiquitous and accessible options, they will choose to eat healthier, get active and live better lives."

Mayor Joseph Curtatone
Somerville, MA

Essence of Collective Impact

"Collective impact is not merely a new process that supports the same social sector solutions, but an entirely different model of social progress. The power of collective impact lies in the heightened vigilance that comes from multiple organizations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants."

--John Kania and Mark Kramer, 'Embracing Emergence: How Collective Impact Addresses Complexity,' *Stanford Social Innovation Review*, p.2





Milwaukee Succeeds

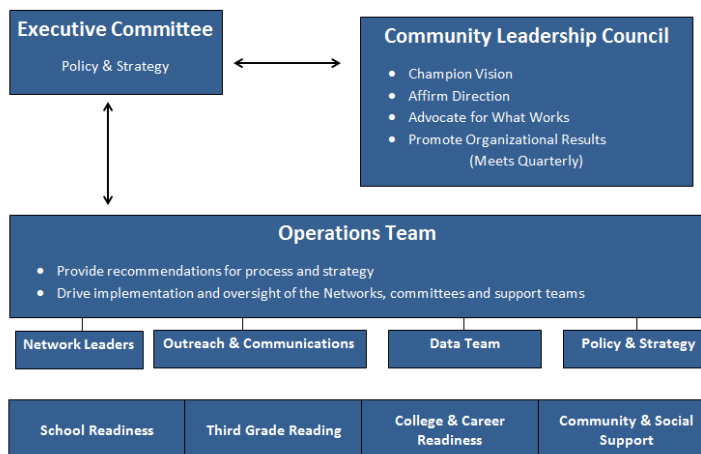


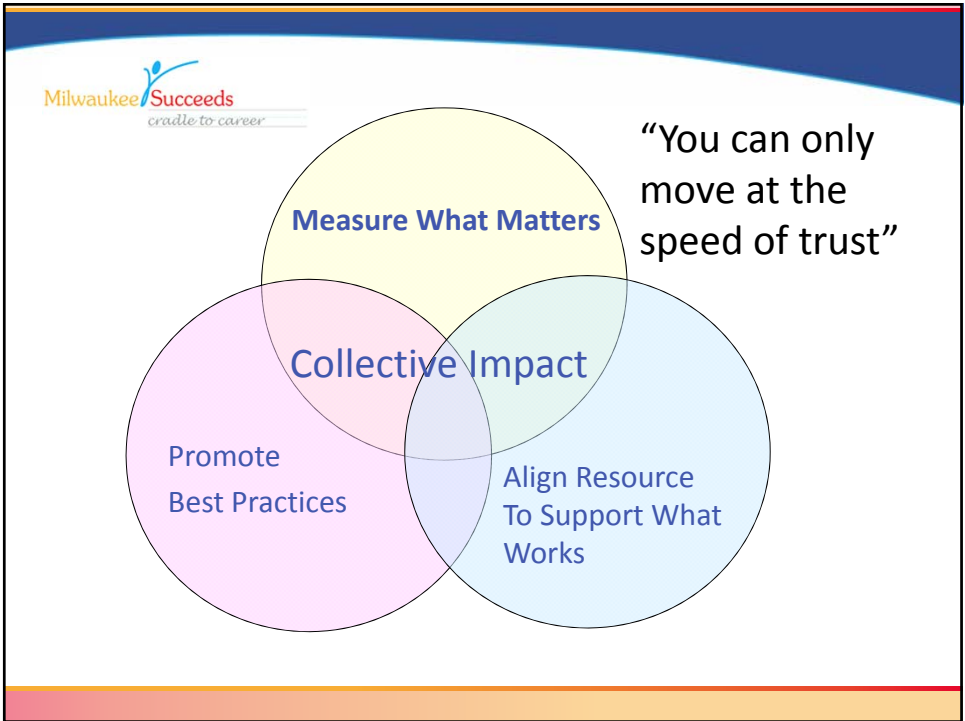
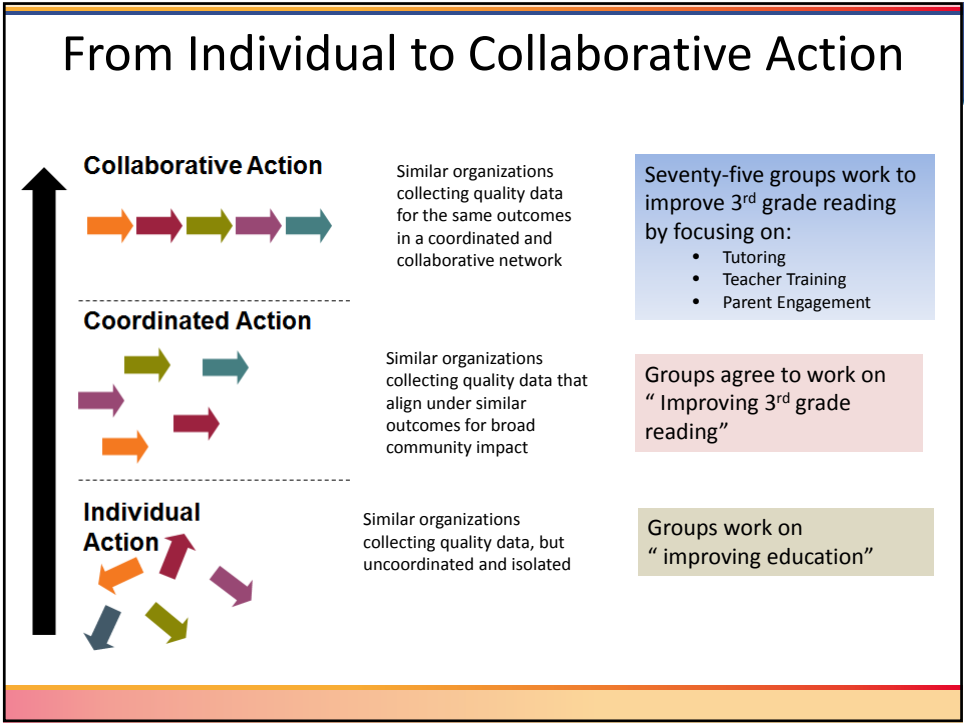
Success for every child, in every school, cradle to career.

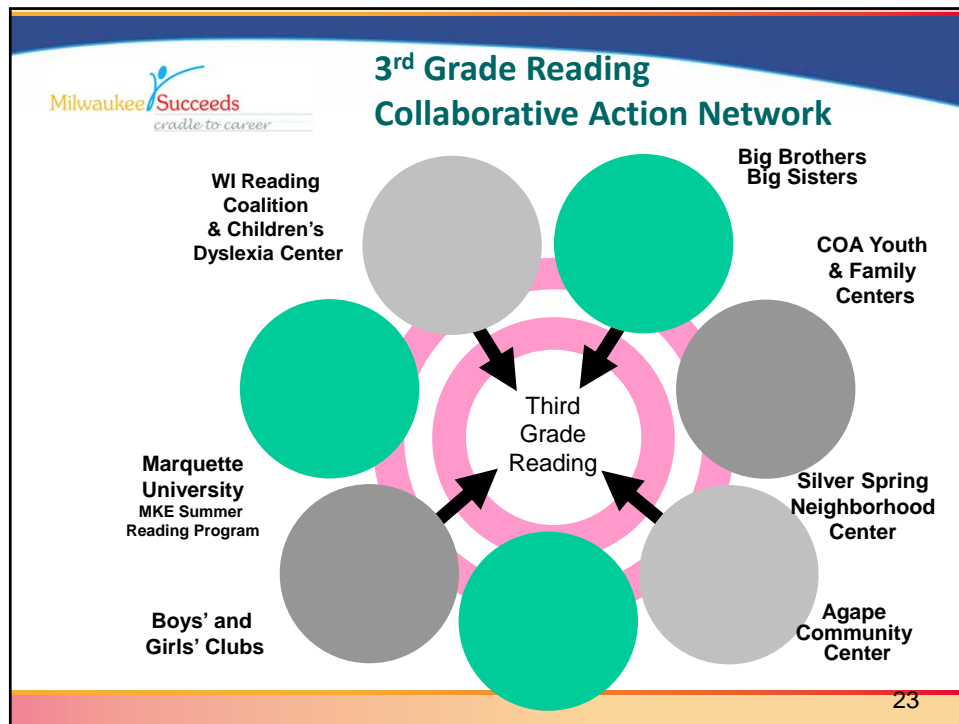
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Accountability Structure







Not just what, but how!

Regarding “the ‘softer’ dimensions of any successful change effort, such as relationship and trust building among diverse stakeholders, leadership identification and development, and creating a culture of learning. ***These dimensions are essential to successfully achieving collective impact.*** . . . all of the successful collective impact practitioners we’ve observed can cite numerous instances when skillful implementation of these intangible dimensions was essential to their collective efforts.”

Fay Hanleybrown, John Kania, & Mark Kramer
Channeling Change: Making Collective Impact Work (SSIR, 2012)



How We Mature a Shared Vision/Agenda

- From the beginning set the focus on working towards long-term systemic change (PSE)
- Frame the work around deeply held shared values for the health/well-being of the community
- Create room for fresh expressions linking desired outcome and other community goals (**co-benefits**)
- Using the vision as a touchstone for decisions/actions



How We Organize For Long Term

- Not just who they are – diverse abilities to influence decisions combined with a “spirit of stewardship”
- Meaningful roles within a culture of collaboration – distributing responsibility and credit
- Be adaptable
- Be savvy – Understanding what roles and structure are needed at any given time for the effort to be effective
- Process for leadership transitions/strong core



How We Plan-Act-Adapt

Balance and finding your rhythm:

- Time and energies dedicated to assessment, planning and action
- More deeply/holistically knowing our community; avoiding “paralysis by analysis”
- Early successes build momentum and credibility; keep eye on the bigger prize (and relationship-building needed to get there)
- Honoring and building upon existing efforts; open to adapting new innovative approaches



How We Engage the Broader Community

- Growing a constituency for change
- External communication strategies—targeted audiences and broad
- Helping community see new possibilities and move beyond narrow frames
- Touching head and heart

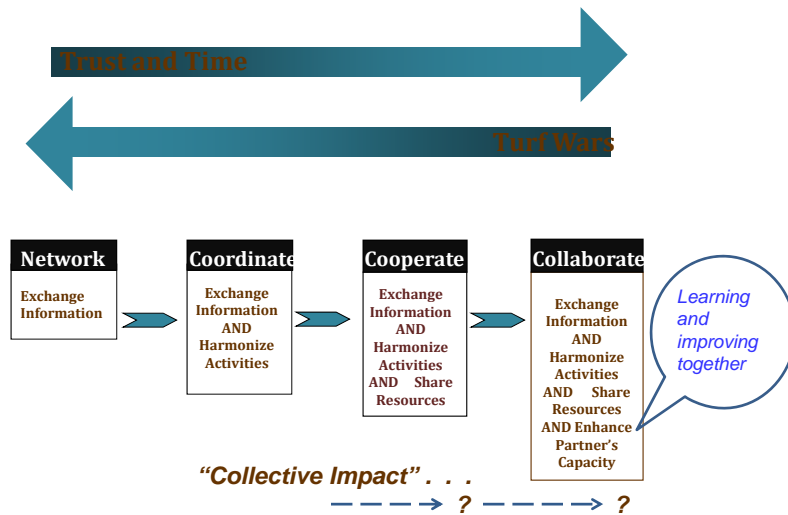


How We Resource Our Effort

- Ensure enough staff &/or volunteer support
- Integrate into existing orgs/jobs
- Leverage non-financial resources
- Creatively cobble together financial resources



PARTNERSHIP CONTINUUM



Based on concepts from A. T. Himmelman "Collaboration for a Change: Definitions, Models, Roles and a Collaboration Process Guide."



A leadership challenge . . .

Shared learning and enhancing individual and collective performance improvement

But we have models and tools upon which to build!



Example: “Learning Collaboratives”

- Fill the gap between what we know is possible (evidence-based practices) and existing practice
- Bring peers together already working within the same area/field
- Choose one focused area; give common tools/practices; agree upon metrics; conduct small tests for performance improvement



Core Element: Framing Questions

- What are we trying to accomplish?
- What changes can we make that will result in improvement?
- How will we know that a change is an improvement?



Core Element: PDSA

- **Plan:** What do we know or believe will improve our effectiveness/performance? What do I think this will accomplish? How can we implement and “test” the innovation?
- **Do:** Implement strategy or innovation; tracking appropriate and agreed upon performance metrics
- **Study:** Collective reflection on what was done, accomplished and learned; develop shared understanding of what worked and why within a particular setting.
- **Adjust/Act:** Based upon what we have learned, . . . *{go to “Plan”; repeat cycle}*.



Collaborative Learning . . .

More likely to occur when there is a relationship among group members that requires

- positive interdependence (sink or swim together),
- individual accountability (each member has to contribute and learn),
- interpersonal skills (communication, trust, leadership, decision making, and conflict resolution),
- face-to-face interaction and processing (reflecting on how well the team is functioning and how to function even better).

[Adapted from Global Development Research Center;
<http://www.gdrc.org/kmgmt/c-learn/index.html>]



Perhaps an even greater “leadership challenge”

It is the process that comes after the development of the common agenda in which solutions and resources are uncovered, agreed upon, and collectively taken up. Those solutions and resources are quite often not known in advance. They are typically emergent, arising over time through collective vigilance, learning, and action that result from careful structuring of the effort. . . . **though the exact timing and nature [of emergent and effective solutions] cannot be predicted with any degree of certainty. *This, of course, is a very uncomfortable state of being for many stakeholders.***

John Kania and Mark Kramer, ‘Embracing Emergence: How Collective Impact Addresses Complexity,’
Stanford Social Innovation Review



“Advisor’s Alpha”

“Many [investors] are influenced by capital market performance; this is often evident in market cash flows mirroring what appears to be an emotional response—fear or greed—rather than a rational one. Investors also can be moved to act by fund advertisements that tout recent outperformance, as if the investor could somehow inherit those historical returns, despite disclaimers stating that past performance “is not a guarantee of future results.” Historical studies of mutual fund cash flows show that, after protracted periods of relative outperformance in one area of the market, sizable cash flows tend to follow. This performance-chasing behavior is often injurious to returns.”

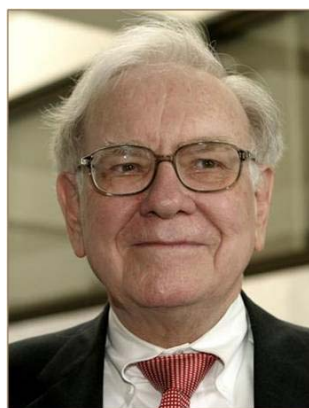
“Advisors, as behavioral coaches, can act as emotional circuit breakers in bull or bear markets by circumventing their clients’ tendencies to chase returns or run for cover in emotionally charged markets.”

Advisor’s Alpha, Vanguard Research (April, 2013)



“Community Investment Advisors”

- How can you keep your “clients” focused on long-term objectives?
- How can you resist the temptation for simple “technical solutions” that effectively address only symptoms?
- How can you create a supportive space for innovation and testing, knowing that impact may take time (and that there may be “failure” along the way)?



Thank you!

