Helping People. Changing Lives. community Action PARTNERSHIP
LEARNING COMMUNITIES RESOURCE CENTER

Whole Family Building Blocks: Building and Using Leadership
October 24, 2018 – 2 pm ET/ 1 pm CT/ 12 pm MT/ 11 am PT



THE PROMISE OF COMMUNITY ACTION

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

We care about the entire community and we are dedicated to helping people help themselves and each other.

COMMUNITY ACTION PARTNERSHIP

THE LEARNING COMMUNITY

Building Capacity to Increase Impact

Purpose: The purpose of the LCRC is to analyze Community Action outcomes and identify effective, promising, and innovative practice models that alleviate the causes and conditions of poverty.

BUILD CAA CAPACITY TO FIGHT POVERTY!

LCRC TEAM



SUBJECT MATTER EXPERT



Jeannie Chaffin, CCAP
Consultant, Community Action
Economic Mobility Initiative

AGENDA

- Increasing Impact
- Leadership
- Kotter's 8 Steps and Dual Operating System
- Establishing a Sense of Urgency
- Creating a Guiding Coalition
- Developing a Change Vision
- Redirecting Strategy for a Whole Family Approach
- CAA Whole Family Approach Building Blocks
- Collective Impact

Leadership

Who in your life have you considered a good leader and why?

Increasing Impact

- Many in the CAA Network are looking to increase impact for individuals in poverty and for new solutions to complex problems.
- There is a desire to achieve a bigger impact than the best of what we've done before.



Increasing Impact to Meet Need

- Of those living in poverty, almost half (18.5 million) live in deep poverty with family income below one-half the poverty threshold.
- US infant mortality rates in 2013 were the highest in the developed world.
- America has the highest incarceration rate in the world, ahead of Turkmenistan, El Salvador, Cuba, Thailand, and the Russian Federation. The rate is 5 times the OECD average.

Increasing Impact to Meet Need

- CAA Leaders Can't Be Satisfied with the Status Quo
  - We must address the forces that are pulling us apart along social and economic lines. We need, both personally and structurally, to change the way we see our fellow citizens who are struggling.
  - Our focus must not be just helping the poor or the marginalized "other," but restoring them to a position in which they are needed and full participants in our communities and economy.

Increasing Impact to Meet Need

- As leaders we face a world that is volatile, uncertain, complex, and ambiguous (VUCA World).
- Impact and success in the future will require something new.
- We can't say exactly what we will need in the future. We can't predict it, *but we can prepare for it*.
- It is clear that no one person, no one program, no one organization will have the wisdom, gifts, experience, skills, and/or funding to solve our current and future challenges.

Redirecting Strategy

CAA **leaders** can accelerate change and increase impact by redirecting their strategy from **program** results to creating conditions where the whole agency participates in developing solutions that continually adapt.

Redirecting Strategy Will Mean Change

Change Requires Leadership

Redirecting Strategy

- Behavioral Economics
- Whole Family Approach
- Trauma Informed Care
- Social Innovation
- Collective Impact

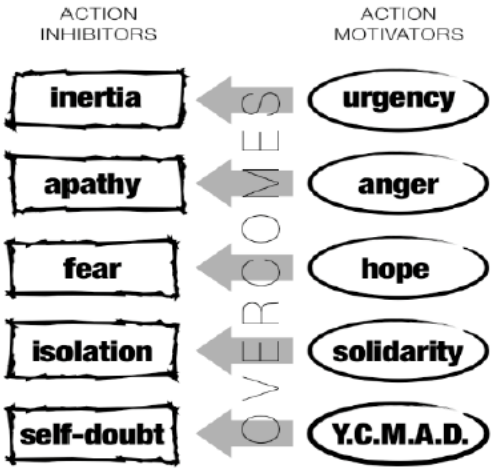
What is Leadership?

"Leadership is accepting responsibility for **enabling others** to achieve shared purpose in the face of uncertainty."

- A Practice, not a position
- Authority is earned, not bestowed
- Focus is on developing others, not just yourself

- Grounded in values, interests, and assets
- Built through relationships

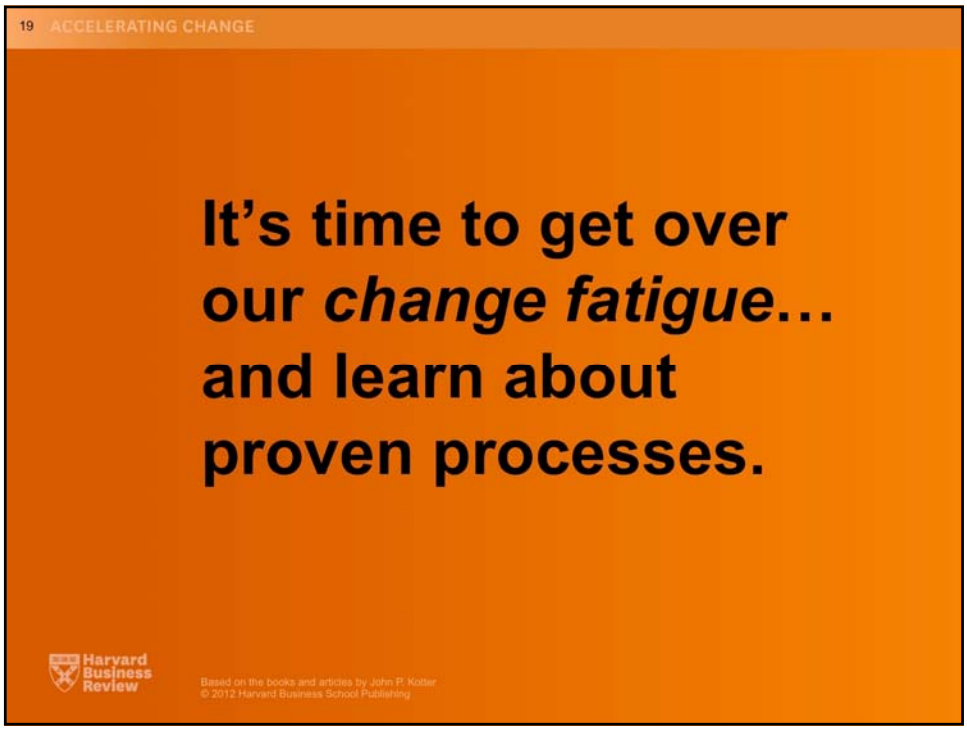
Leaders Motivate Action



Leaders Motivate Action

- Accelerating change requires leaders who
  - help their staff, board members, and stakeholders commit to a shared agency vision,
  - understand how to harness the wisdom, gifts, and skills of their team to solve complex challenges, and
  - promote learning, outcomes, and continual improvement.


17 ACCELERATING CHANGE
CHANGE
IS
HARD
70% of change efforts fail.
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19 ACCELERATING CHANGE
It's time to get over our *change fatigue*… and learn about proven processes.
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Become a Change Leader

Our organization needs many more change leaders.

- Leaders exist at every level.
- Leadership is a choice.
- Change begins one leader at a time.

We must:

- Model the change.
- Not force the change upon others.

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Change Requires Leadership *and* Management



The larger the change, the more leadership is required.

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Kotter's 8 Steps

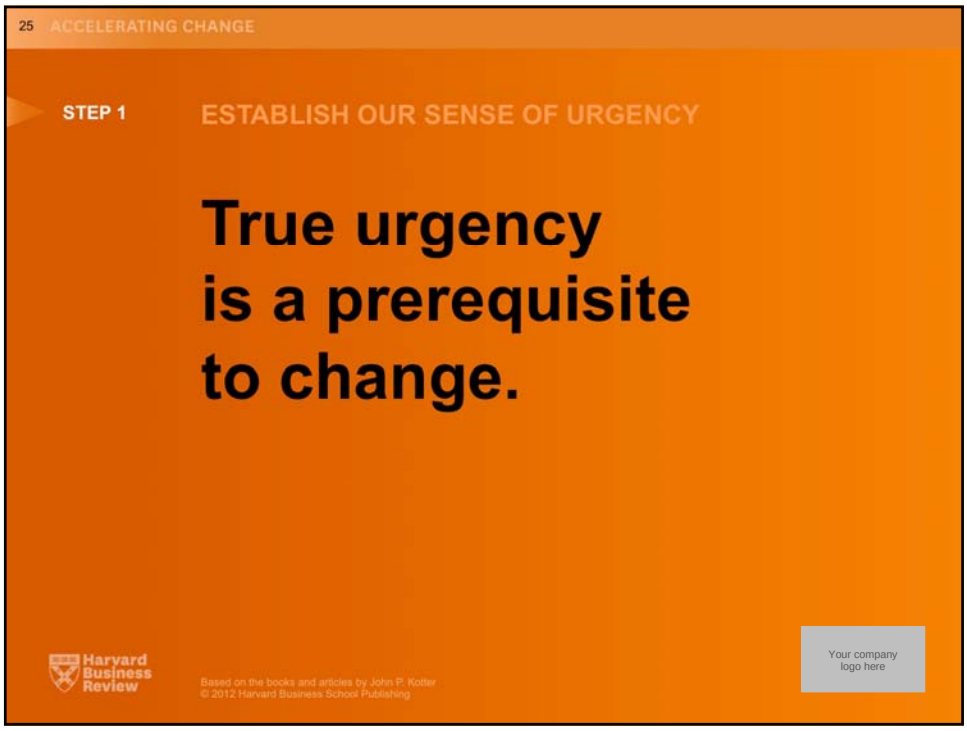


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Step 1

Establish a Sense of Urgency


25 ACCELERATING CHANGE
STEP 1
ESTABLISH OUR SENSE OF URGENCY
True urgency is a prerequisite to change.
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27 ACCELERATING CHANGE
STEP 1
ESTABLISH OUR SENSE OF URGENCY
Heart and Head
See ⟶ Feel ⟶ Change
is more effective than
Analyze ⟶ Think ⟶ Change
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STEP 1

ESTABLISH OUR SENSE OF URGENCY

We need to get urgent about what—exactly?



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

We must *not*:

- Leap to creating vision or strategy before we've made our urgency *undeniable*
- Focus exclusively on building a "rational" business case with lengthy, expensive analysis



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Complacency and false urgency kill change.



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Recognize Complacency

- Do we delegate critical issues to consultants or task forces?
- Do we refuse to confront the bureaucracy and politics that slow down important initiatives?
- Are our discussions too inwardly focused and not enough about markets, emerging technology, competitors, and the like?

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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Recognize Complacency

- Do we use highly selective facts to shoot down data that suggest a big hazard or opportunity?
- Do we regularly blame others for significant problems instead of taking responsibility and changing?
- Do we discuss our past failures, not to learn from them, but to stop or stall new initiatives?



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Find False Urgency

- Do we have trouble scheduling meetings on important initiatives because we're too busy with other matters?
- Do we end key meetings without deciding what must happen next, other than scheduling another meeting?
- Do we spend long hours developing PowerPoint presentations on almost anything?

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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Find False Urgency

- Do we run from meeting to meeting, rarely focusing on the most critical hazards or opportunities?
- Do we make cynical jokes that distract from the real issues and undermine important discussions?
- Do we say, "We must act now," but then fail to do anything?



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Truly urgent behavior is:

- Focused externally on important issues
- Alert, fast-moving
- Relentless
- Continuously purging irrelevant activities to make time for important ones, and to prevent burnout



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Tactics for building *true* urgency:

- Bring outside reality in.
- Behave with urgency every day.
- Find opportunity in crisis.
- Communicate!

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Step 2

Create the Guiding Coalition

Guiding Coalition

- The guiding coalition is likely the linchpin of your entire effort.
- The guiding coalition must consist of members from multiple layers of the agency hierarchy, represent different programs and functions.
- Beyond the “usual suspects”. You need more eyes to see, more brains to think, and more hands to do in order to accelerate your efforts.

STEP 2

CREATE OUR GUIDING COALITION

A guiding coalition must have three things:

1.A shared objective

2.Trust

3.The right people—power, expertise, credibility



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STEP 2

CREATE OUR GUIDING COALITION

No egos
No snakes



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STEP 2

CREATE OUR GUIDING COALITION

A diverse many, not a limited few



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STEP 2

CREATE OUR GUIDING COALITION

The power of volunteerism

- Passion powers change
- "Want to" and "get to," not "have to" change



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STEP 2

CREATE OUR GUIDING COALITION

Who should be in our guiding coalition?

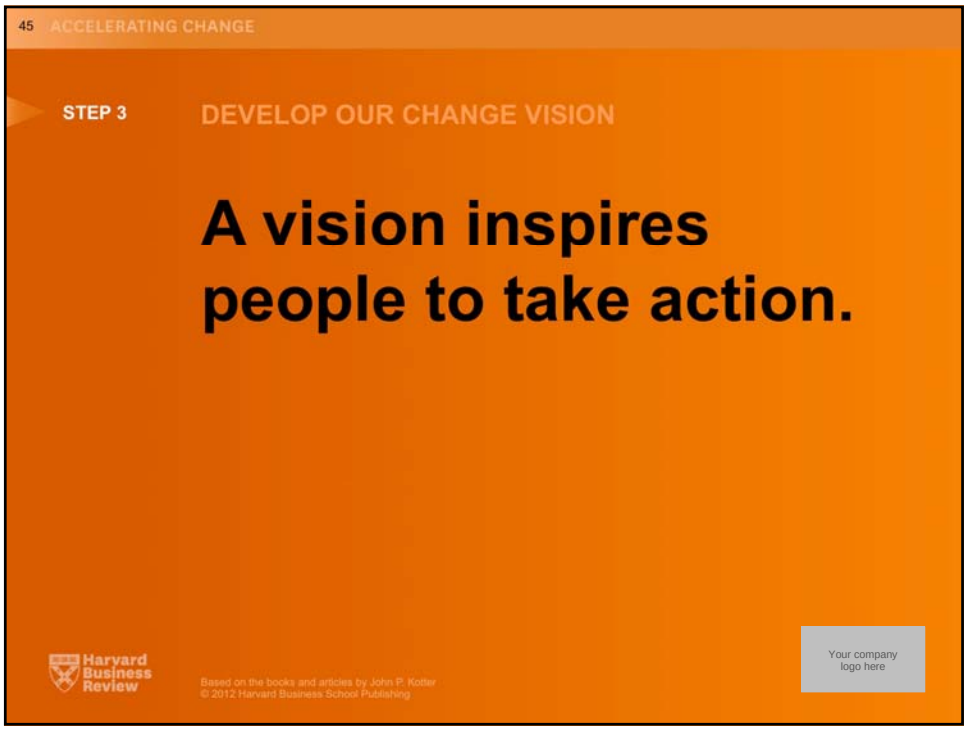
How can we enlist volunteers?



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Step 3

Develop A Change Vision

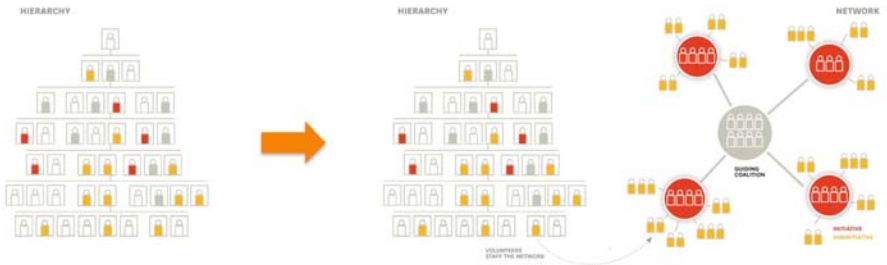

45 ACCELERATING CHANGE
STEP 3
DEVELOP OUR CHANGE VISION
A vision inspires people to take action.
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44 ACCELERATING CHANGE
STEP 3
DEVELOP OUR CHANGE VISION
Six things that make a vision effective:
1.Is bold but achievable
2.Paints a vivid picture of the future
3.Appeals to employees' hearts (and minds)
4.Is specific enough to help individuals make decisions and trade-offs
5.Is flexible enough to adapt to changing conditions
6.Is easy to communicate quickly—in 60 seconds
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Kotter's Dual Operating System

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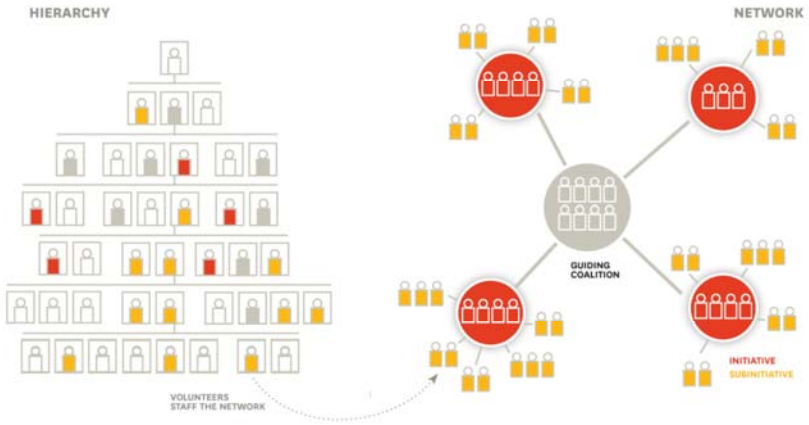
Traditional Hierarchy + New, Agile Network



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Kotter's Dual Operating System



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5 Principles at the Heart of the Dual Operating System

THIS	NOT THIS
Many change agents	The usual few appointees
"Want to" and "get to" mindset	"Have to" mindset
Head and heart	Just head
Much more leadership	More management
Two systems, one organization	One hierarchy

Harvard Business Review

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Redirecting Strategy for a Whole Family Approach

Let's apply a few of Kotter's Steps to our work.

A Whole Family Approach DEFINED

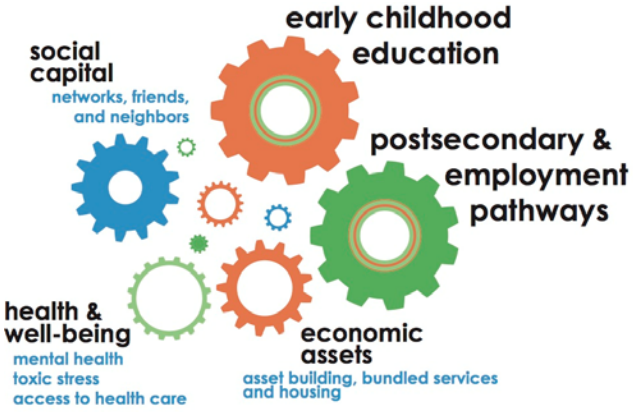
- When services are integrated to meet the needs of parents and children together, efficiency is improved and outcomes are enhanced for parents, children, and families.



A Whole Family Approach Characteristics

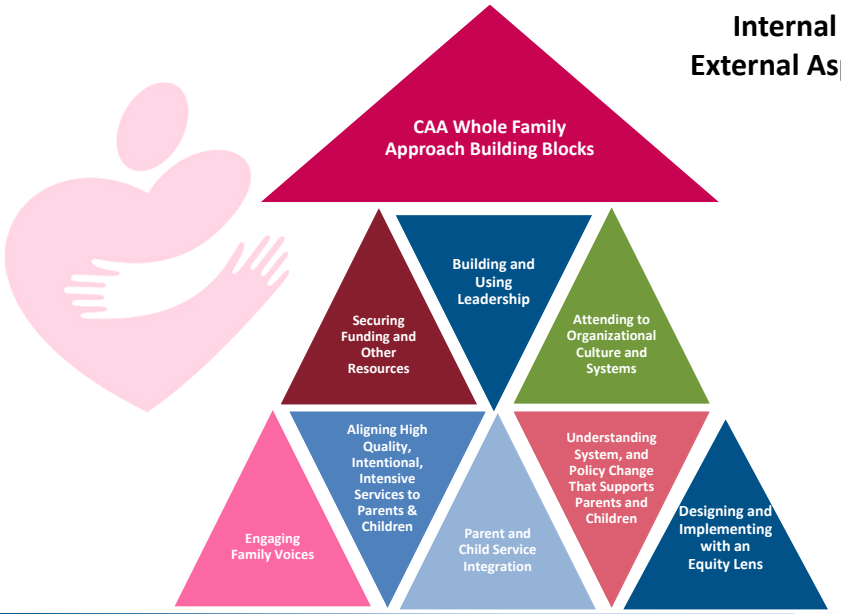
- Family goals shared across programs.
- Goals include outcomes for children, parents and family.
- Alignment of a suite of services for families that respond to their unique needs across a number of domains.
- Easier access to services.
- High quality, intensive, intentional parent and child services at the same time.

WHOLE FAMILY APPROACH FRAMEWORKS



Source: Ascend at the Aspen Institute, Two-Generation Playbook

Internal & External Aspects





BUILDING BLOCK 6: BUILDING & USING LEADERSHIP

BUILDING & USING LEADERSHIP

Building and using leadership involves **engaging internal and external organizational** leaders as collaborators or a "guiding coalition" in developing a shared vision for parents and children that places families at the center of a whole family approach.

- The goal is for leadership to understand the importance of the whole family approach and connect it to the organization's mission, strategic plan and overall vision for impact.
- This requires both internal and external buy-in and suggests that leadership can be exercised at all levels of the organization—including the families.

BUILDING & USING LEADERSHIP INSIDE THE CAA

- Connecting Whole Family Approach to Agency's Mission
- Establishing a Shared Vision
- Articulating a Clear Purpose-Whole Family Mind Set
- Completing Strategic Plan and Program Planning/Design
- Creating Capacity for Agency Change and Learning

BUILDING & USING LEADERSHIP BEYOND THE CAA WITH PARTNERS

- Shared Vision Across Partners
- CAA Serves as a Catalyst in the Community to Align Services that Support Parents and Children
- CAA Provides Supports and Resources to Create Community Change Effort that Focuses on Improving Conditions for Parents and Children



Creating a Sense of Urgency: What is happening with families?

A Whole Family Approach Meets the Needs of Children and Parents Together.

Creating a Guiding Coalition

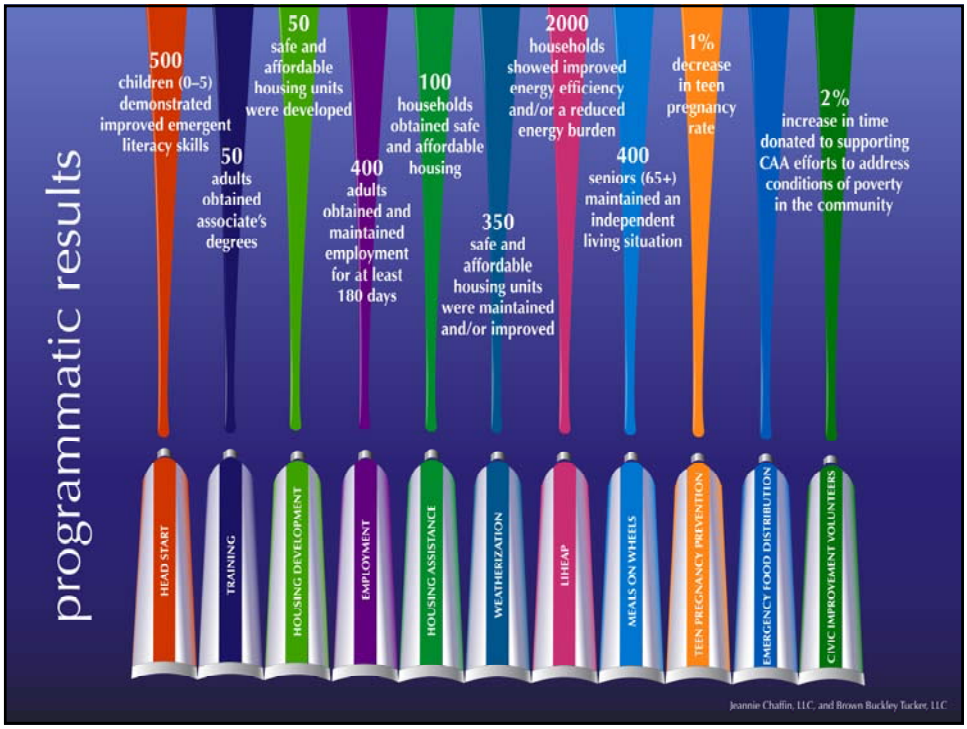
- Who should be in the guiding coalition?
  - Across the Agency
  - Across levels
  - Partners (More on this later)
  - Customers
  - No Egos and Snakes
  - Volunteers, No Command Performances

Vision- Shared Success

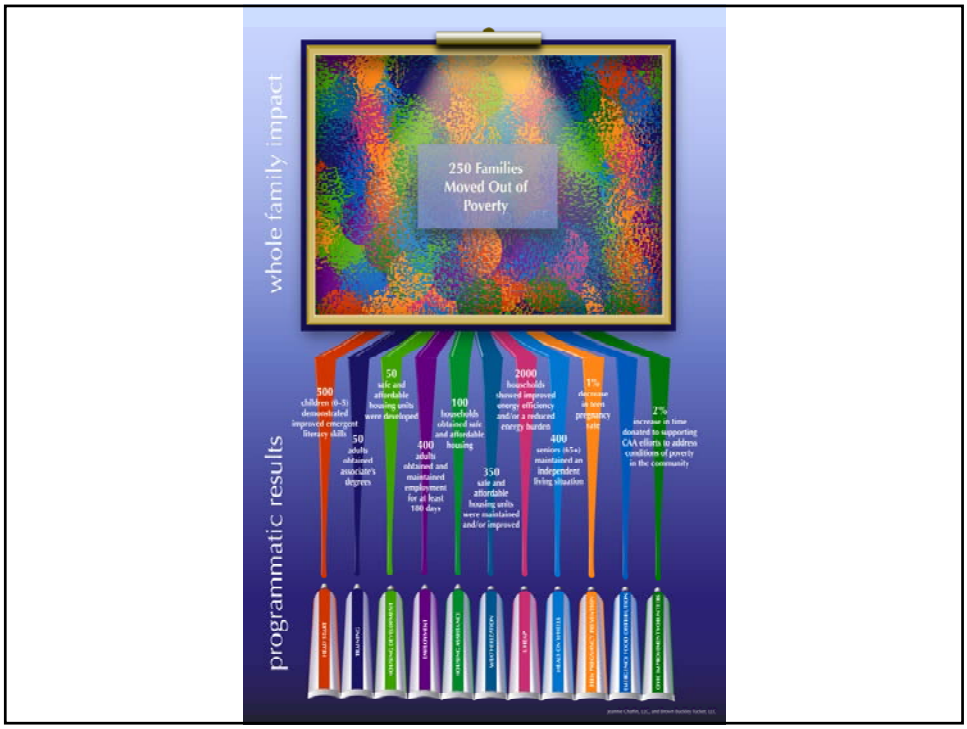
- We can't increase agency impact if we don't know what success looks like.
- We spend considerable time planning and much of that is program related. We spend very little time considering what success for the **agency/strategy** looks like.
- Success is tied to what you as a leader value and what the organization values.
- Values drive decisions.

Vision – Shared Success

- What is the reason your **agency/strategy/approach** exists?
  - Not just from your strategic plan, as that reflects your current focus and efforts.
  - But rather what you think your agency is "in business" to do, as this reflects your vision of the future.
- What is your **agency/strategy/approach** seeking to accomplish?




whole family impact
250 Families
Moved Out of
Poverty


whole family impact
250 Families
Moved Out of
Poverty
programmatic results
500
children (0-5) demonstrated improved emergent literacy skills
50
adults obtained associate's degrees
50
safe and affordable housing units were developed
400
adults obtained and maintained employment for at least 100 days
100
households obtained safe and affordable housing
350
safe and affordable housing units were maintained and/or improved
2000
households showed improved energy efficiency and/or a reduced energy burden
400
seniors (65+) maintained an independent living situation
1%
decrease in teen pregnancy rate
2%
increase in time donated to supporting CAA efforts to address conditions of poverty in the community

The Community Action Impact Business Model

- Are all our programs pushing in the same direction?
- What does our collection of programs add up to?
- Is this good enough?
- Are we satisfied?

What Business Model Is Your CAA Using?

- **Grants Management Business Model**: Oriented around funding and/or programs. Grant outcomes drive and reinforce, reporting systems, staffing, and other functions.
- **Community Action Impact Business Model:** Oriented around outcomes and the impact achieved by the agency or a collective, it is driven by local desires. Resources have been aligned around a shared agenda across a range of programs and/or organizations.

The Community Action Impact Business Model

- We often have great clarity on what we do and much less clarity understanding why we do it (it's an epidemic).
- When you define the agency's shared vision you're able to get very clear on what's important in terms of the work.

ZEROING IN ON OUR NORTH STAR

- To achieve true impact for our customers we must be committed to a shared vision and pulling in the same direction.
- For Community Action our guiding light must be a shared vision – a deep and common understanding of what success looks like.

ZEROING IN ON OUR NORTH STAR

- What is your vision for the people and places the agency serves?
- Success depends on starting with the ends rather than the means.
- Leaders must have a vision they can articulate clearly. When the going gets tough vision will guide the way.
- With out vision there is no telling where you will end up.

ZEROING IN ON OUR NORTH STAR





ZEROING IN ON OUR NORTH STAR

Never confuse means with ends, start at the right place.

"The point cannot be overstated. Integrating services should never be an end in itself, but rather a means to achieve better outcomes by transforming customers' experiences through a new service delivery system and philosophy."

The Challenge of institutional "milieu" to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison

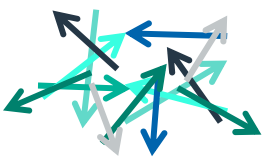
BUILDING & USING LEADERSHIP BEYOND THE CAA WITH PARTNERS

- In addition to thinking about leadership inside the CAA to be successful with a whole family approach we must consider how we are leading beyond the CAA with partners.
- The collective impact model provides a good framework and road map for thinking about leadership and success in the community.

Traditional Approaches Are Not Solving Our Most Complex Social Problems

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**

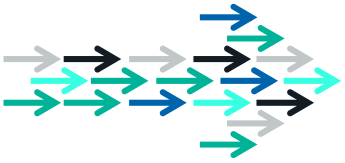
Isolated Impact



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Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

Collective Impact



- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- All working toward the **same goal and measuring the same things**

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Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

76

Source: Channeling Change: Making Collective Impact Work, 2012

Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

Common Agenda	• **Common understanding** of the problem • **Shared vision** for change
Shared Measurement	• **Collecting data** and **measuring results** • **Performance management and learning** • **Shared accountability**
Mutually Reinforcing Activities	• **Differentiated approaches** • Willingness to **adapt individual activities** • **Coordination** through joint plan of action
Continuous Communication	• **Consistent** and **open communication** • Focus on **building trust**
Backbone Support	• Dedicated **staff** • Resources and skills to **convene** and **coordinate** participating organizations

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

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Eight Principles of Practice Are the "How" of Collective Impact

1. Design and implement the initiative with a **priority placed on equity**
2. **Include community members** in the collaborative
3. Recruit and co-create with **cross-sector partners**
4. **Use data** to continuously learn, adapt, and improve
5. Cultivate leaders with unique **system leadership skills**
6. Focus on **program *and* system strategies**
7. **Build a culture that fosters relationships**, trust, and respect across participants
8. **Customize** for local context

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Collective impact only makes sense under certain circumstances

APPROPRIATENESS

- ✓ Addressing the issue will require leaders and organizations from **multiple sectors or systems**
- ✓ Addressing the issue will require **different kinds of interventions or strategies** at the systems level – and not just replication of programs and services
- ✓ The issue impacts a **significant part of the population***

READINESS

Influential Champions

Urgency for Change

Availability of Resources

Basis for Collaboration

* Defining "significant" is more art than science

There are several pitfalls to avoid in collective impact

- Rushing through the common agenda development process
- Not allowing disparate views at the table
- Not celebrating quick wins along the way
- Self-declaring as a backbone
- Confusing program collaboration with systems change
- Not embracing that collective impact means doing things *differently*

Collective Impact Also Depends on Essential Intangibles for Its Success



Relationship and **trust** building



Creating a **culture of learning**



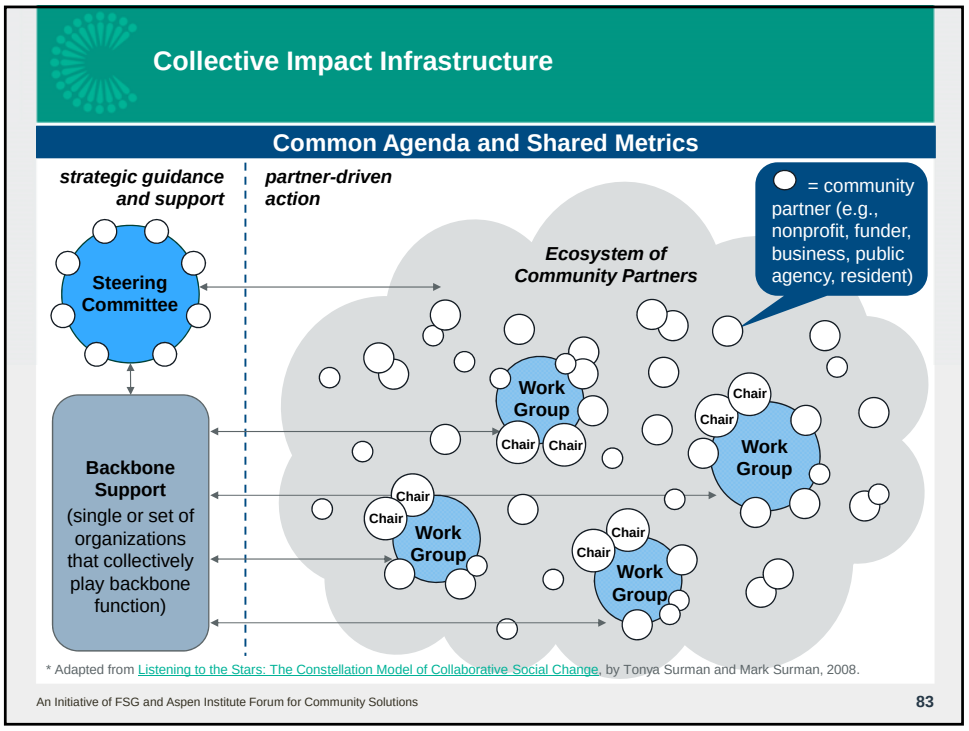
Leadership Identification and development



Fostering **connections** between people

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

Developing a Common Agenda



Backbone support is critical to all collective impact efforts, and they perform six major functions

- **Guide Vision and Strategy**
- **Support Aligned Activities**
- **Establish Shared Measurement Practices**
- **Cultivate Community Engagement and Ownership**
- **Advance Policy**
- **Mobilize Resources**

Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership

Source: FSG Interviews and Analysis

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Backbones require a unique skill set to support collective impact efforts

Highlights of Successful Backbones

- Have a high level of **credibility within 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 to **present opportunities and difficulties**
- Use **evaluation as a tool for learning and progress**
- Ensure **coordination** and **accountability**
- Stay "behind the scenes" to **establish collective ownership**

Source: FSG Interviews and Analysis

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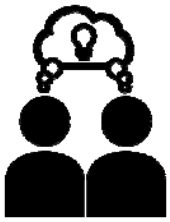
your **common agenda** should answer:

1. HOW YOU ARE GOING TO WORK TOGETHER *(guiding principles)*
2. WHAT IS IN AND WHAT IS OUT *(boundaries and problem definition)*
3. HOW YOU WILL DEFINE SUCCESS *(goal)*
4. HOW YOU ARE GOING TO SPLIT UP THE WORK AND PRIORITIZE *(framework for change)*
5. HOW YOU WILL TRACK PROGRESS AND LEARN *(plan for learning)*

several elements make up a common agenda



PRINCIPLES



PROBLEM DEFINTION



GOAL



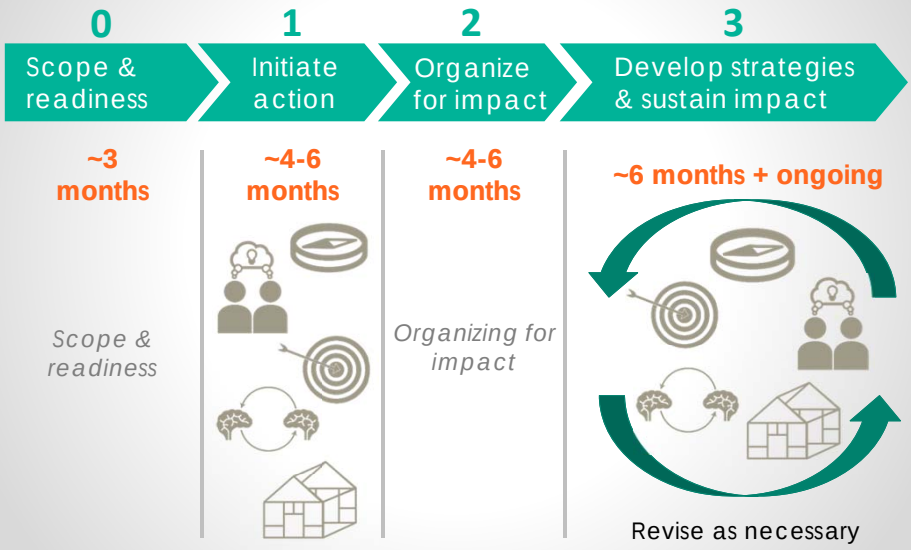
FRAMEWORK FOR CHANGE



PLAN FOR LEARNING

Icons by Blake Thompson and Jack & Steve Laing from the Noun Project

how long does this take?



SUCCESSFUL CHANGE EFFORTS

Leadership

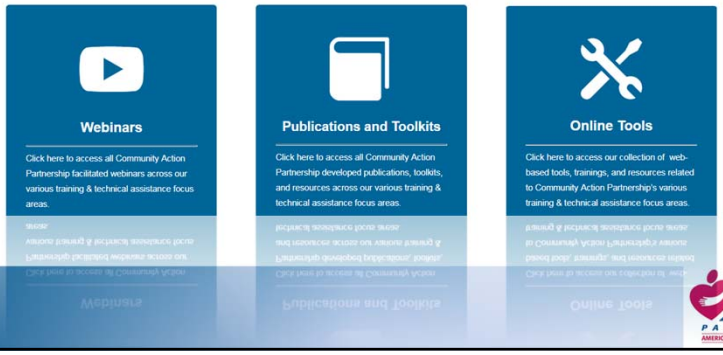
Proven Change Processes

- Kotter's 8 Step Process and the Dual Operating System
- Collective Impact

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Submit a request for training or technical assistance. We will confidentially help you identify issues or areas of improvement, point to resources, and connect you with those that can help.

Consultant Bank
Search through a screened list of consultants who offer T/TA in the CSBG Network.

Discussion Forum
Connect with your peers to ask questions, share experiences, and get announcements.

Resource Bank
Search for resources such as evidence based or informed programs and practices, toolkits and guidebooks, webinar recordings, and more.

Shared Calendar
View a calendar of events in the CSBG Network.

CSBG T/TA Resource Center

www.csbgtta.org



CONTACT INFO

For more information or questions contact The Learning Communities Resource Center Team:

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SHARED AGENCY AGENDA

"If we think the way we have always thought, we will get what we always got."

Together we must create the confidence to act on our deepest convictions.