



Achieving Large-Scale Change through Collective Impact Involves Five Key Elements (Plus Two)

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** Internally and externally
- Focus on **building trust**

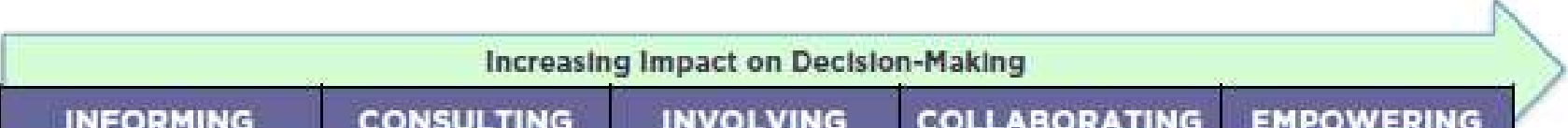
Backbone Support

- Dedicated **staff**
- Resources & skills to **convene & coordinate** participating organizations

Community Engagement & Equity

- **Include community members as decision-makers** in the collaborative
- Design and implement the initiative with a **priority placed on equity**

The spectrum of community engagement

		Increasing Impact on Decision-Making 				
		INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
OBJECTIVE	OBJECTIVE	Providing balanced and objective information about new programs or services, and about the reasons for choosing them	Inviting feedback on alternatives, analyses, and decisions related to new programs or services	Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making	Enabling community members to participate in every aspect of planning and decision-making for new programs or services	Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles
	MESSAGE	We will keep you informed	We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions	We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions	You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible	We will implement what you decide
	EXAMPLES	Fact sheets, newsletters, websites, open houses	Surveys, focus groups, community meetings and forums	Community organizing, leadership development, workshops	Advisory boards, seats on governing boards, engaging and funding as partners	Support full governance, leadership, and partnership