CAP Management & Leadership Training Conference
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Presenters

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Aspen Institute Forum for Community Solutions

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Senior Advisor
Collective Impact Forum
Collective impact efforts unfold over five phases

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I Assess Readiness</th>
<th>Phase II Initiate Action</th>
<th>Phase III Organize for Impact</th>
<th>Phase IV Begin Implementation</th>
<th>Phase V Sustain Action and Impact</th>
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<tbody>
<tr>
<td>Governance and infrastructure</td>
<td>Convene community leaders</td>
<td>Identify champions and form cross-sector Steering Committee “SC” to guide the effort</td>
<td>Determine initial workgroups and plan backbone organization</td>
<td>Launch work groups “WGs” and select backbone organization</td>
<td>Building out the backbone organization; evolve WGs to meet emergent strategy</td>
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<tr>
<td>Strategic planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda, clear problem definition, population level goal</td>
<td>Develop Blueprint for Implementation; identify quick wins</td>
<td>Refine strategies; mobilize for quick wins</td>
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<tr>
<td>Community engagement</td>
<td>Determine community readiness; Create a community engagement plan</td>
<td>Begin outreach to community leaders; engage community in mapping the landscape</td>
<td>Incorporate perspective, build community members into initiative structure</td>
<td>Engage community more broadly and build public will</td>
<td>Continue engagement and conduct advocacy</td>
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<tr>
<td>Evaluation and improvement</td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Develop high level shared metrics and/or strategies at SC level</td>
<td>Establish shared measures (indicators and approach) at SC and WG levels</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
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Source: FSG Interviews and Analysis
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
- Focus on performance management
- 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
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
3 Missing Conditions/Elements of Collective Impact: Why

**Stakeholder and Community Engagement**
- **Two levels of engagement**: stakeholder group engagement and community (resident and CBOs) engagement.
- Need broad-based agreement and support for the strategies and interventions to achieve population level change.

**Equity in Collaboration and Interventions**
- **Two dimensions of social problems**: poor outcomes for everybody, but even worse outcomes for sub-populations.
- Solutions for those experiencing the worst outcomes usually increases understanding of how to improve outcomes for all.

**Shared Power**
- **Sustainable change** more likely to occur when we develop structures which re-define the power relationships of stakeholder groups and communities.
- **Re-distribution of power** and resources to include those impacted by problems is a safeguard against retreat and retrenchment.
3 Missing Conditions/Elements of Collective Impact: What

**Stakeholder and Community Engagement**
- Have we organized our work to **ensure a wide cross-section of stakeholder groups can participate** in all aspects of our planning and action?

**Equity in Collaboration and Interventions**
- Have we organized our work to **reduce or eliminate the disparities in opportunities and outcomes** for those most distant from equitable opportunities and outcomes?

**Shared Power**
- Have we created **new structures and decision-making rules which redistribute power** to ensure residents and CBOs share decision making power with other stakeholder groups?
### Stakeholder and Community Engagement

- **Widely communicate** with community about work and opportunities to participate
- **Identify and engage** a cross-section of stakeholder group representatives in planning and action
- Create a **variety of participation methods** for stakeholders and residents

### Equity in Collaboration and Interventions

- Design and implement the initiative with a **priority placed on equity**
- **Ensure equity** in policies and practices of the collaborative
- **Embed equity** in the strategies and interventions

### Shared Power

- **Develop structures and decision rules that share power** across stakeholder groups and collaborative bodies
- **Include community members as decision-makers** in the collaborative
- **Train participants** and build a culture of collaborative decision-making
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**

* Defining “significant” is more art than science

**READINESS**

- **Influential Champions**

- **Urgency for Change**

- **Availability of Resources**

- **Basis for Collaboration**
# Roles By Phases of Collective Impact Initiatives

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<tr>
<th><strong>Components of Success</strong></th>
<th><strong>Phase I</strong> Assess Readiness</th>
<th><strong>Phase II</strong> Initiate Action</th>
<th><strong>Phase III</strong> Organize for Impact</th>
<th><strong>Phase IV</strong> Begin Implementation</th>
<th><strong>Phase V</strong> Review and Renew</th>
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<tr>
<td><strong>Focus of Phase</strong></td>
<td>Pre start-up</td>
<td>Start-Up</td>
<td>Growth</td>
<td>Growth</td>
<td>Maturity</td>
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<tr>
<td></td>
<td>Focus: Engagement and Exploration</td>
<td>Focus: From Ideas to Formation</td>
<td>Focus; Earlier Experimentation</td>
<td>Focus: Scaling Effort</td>
<td>Focus: Sustain and Renew</td>
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<tr>
<td><strong>Organizational &amp; Individual Roles</strong></td>
<td>• Initiator • Early Convener-Facilitator • Champion/ Advocate • Funder/Investor • Backbone Support • Collaborative Leader • Collaborative Participant</td>
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An Initiative of FSG and Aspen Institute Forum for Community Solutions
### Roles and Activities

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<tr>
<th>Initiator (Early Exploration of Approach, Appropriateness and Readiness Assessments)</th>
<th>Guide Exploration of Approach and Issue Focus for Community; Key informant; Interviewer; Advisor</th>
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<tr>
<td>Early Convener-Facilitator</td>
<td>Facilitate Meetings; Provide Space; Convening Support; Data Support; Seed Funding for Exploration</td>
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</table>
| Champion/Advocate | Publicly champion and advocate for:  
• process (CI), strategies and outcomes  
• equity and resident-grassroots engagement  
• creation of a shared decision-making structure and new leaders supports  
• Recruitment of residents, grassroots leaders and CBOs to participate in, lead and support the CII |
| Funder/Investor | Seed/start-up funding; Backbone funding; Strategy/Intervention/Pilot/Program funding; Evaluation funding |
| Collaborative Leadership | Steering/Executive Committee Member; Steering Committee Chair/Co-Chair; Work Group Chair/Co-Chair |
| Collaborative Participant | Work Group Member; Event Participant; Event/Initiative Volunteer; Event/Initiative Donor |
| Backbone Support | Next slide |
Successful backbone support structures six key functions

| **Guide Vision and Strategy** | • Build a common understanding of the problem that needs to be addressed  
• Provide strategic guidance to develop a common agenda; serve as a thought leader / standard bearer for the initiative |
| **Support Aligned Activities** | Ensure mutually reinforcing activities take place, i.e.,  
• Coordinate and facilitate partners’ continuous communication and collaboration  
• Convene partners and key external stakeholders  
• Catalyze or incubate new initiatives or collaborations  
• Provide technical assistance to build management and administrative capacity (e.g., coaching and mentoring, providing training and fundraising support)  
• Create paths for, and recruit, new partners so they become involved  
• Seek out opportunities for alignment with other efforts |
| **Establish Shared Measurement Practices** | • Collect, analyze, interpret, and report data  
• Catalyze or develop shared measurement systems  
• Provide technical assistance for building partners’ data capacity |
| **Cultivate Community Engagement and Ownership** | • Frame the problem to create a sense of urgency and articulate a call to action  
• Support community member engagement activities  
• Produce and manage communications (e.g., news releases, reports) |
| **Advance Policy** | Advocate for an aligned policy agenda |
| **Mobilize Resources** | Mobilize and align public and private resources to support initiative’s goals |
## Considerations for Finding the Right Roles

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<th>Collaborative work requires different decision-making and leadership culture</th>
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<tr>
<td>Recognize differences between organizational roles and individual roles (people from an organization may be playing different roles and participating in different ways)</td>
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<tr>
<td>Play to organizational/individual strengths and assets</td>
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<tr>
<td>Clarify and clearly express organizational interests</td>
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<tr>
<td>Avoid conflicts of interest, especially in backbone support, leadership roles and service provision</td>
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<tr>
<td>People &amp; organizations leave and enter CIIs and their roles change over time</td>
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# The Spectrum of Community Engagement

<table>
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<tr>
<th>OBJECTIVE</th>
<th>EXAMPLES</th>
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<tr>
<td><strong>INFORMING</strong></td>
<td><strong>MESSAGES</strong></td>
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<tr>
<td>Providing balanced and objective information about new programs or services, and about the reasons for choosing them</td>
<td><strong>We will keep you informed</strong></td>
</tr>
<tr>
<td><strong>CONсULTING</strong></td>
<td><strong>We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions</strong></td>
</tr>
<tr>
<td>Inviting feedback on alternatives, analyses, and decisions related to new programs or services</td>
<td><strong>We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions</strong></td>
</tr>
<tr>
<td><strong>INVOLVING</strong></td>
<td><strong>You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible</strong></td>
</tr>
<tr>
<td>Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making</td>
<td><strong>We will implement what you decide</strong></td>
</tr>
<tr>
<td><strong>COLLABORATING</strong></td>
<td><strong>Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles</strong></td>
</tr>
<tr>
<td>Enabling community members to participate in every aspect of planning and decision-making for new programs or services</td>
<td><strong>Advisory boards, seats on governing boards, engaging and funding as partners</strong></td>
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<tr>
<td><strong>EMPOWERING</strong></td>
<td><strong>Support full governance, leadership, and partnership</strong></td>
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Source: Adapted from Paul Schmitz's Community Engagement Toolkit and the International Association for Public Participation (IAP2).
Representation Wheel

**Issue Experience**
How many people on your team have been directly impacted by the issue?

- No direct life experience with issue
- Family directly experienced issue
- Personal lived experience with issue
- Directly work with target population
- Manage people who work with target population
- Do not work with target population

**Demographic Relevance**
How many people on your team demographically reflect target population?

- Not from historically disenfranchised group
- Represent other historically disenfranchised group
- Similar to target population
- Currently live in target area
- Have lived in target area
- Not from or living in target area

**Direct Engagement**
How many people work directly or indirectly with target population?

**Geographic Relevance**
How many people on your team grew up in or live in the neighborhood you are serving?

Source: Paul Schmitz, Community Engagement Toolkit
Questions??
Your feedback is important to us.

Please complete the paper evaluation and return it to the presenter.
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