

The What, Why, and How of Collective Impact



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Human Services Planning and Development



**DISORDER &
CONFUSION**



**INDIVIDUAL IMPACT
in isolation**



**COORDINATED IMPACT
with alignment**



**COLLECTIVE IMPACT
with collaborative action**

Collective Impact Efforts Tend to Transpire Over Four Key Phases

Components for Success	<i>Phase I</i> Generate Ideas and Dialogue	<i>Phase II</i> Initiate Action	<i>Phase III</i> Organize for Impact	<i>Phase IV</i> Sustain Action and Impact
Governance and Infrastructure	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
Community Involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation And Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)



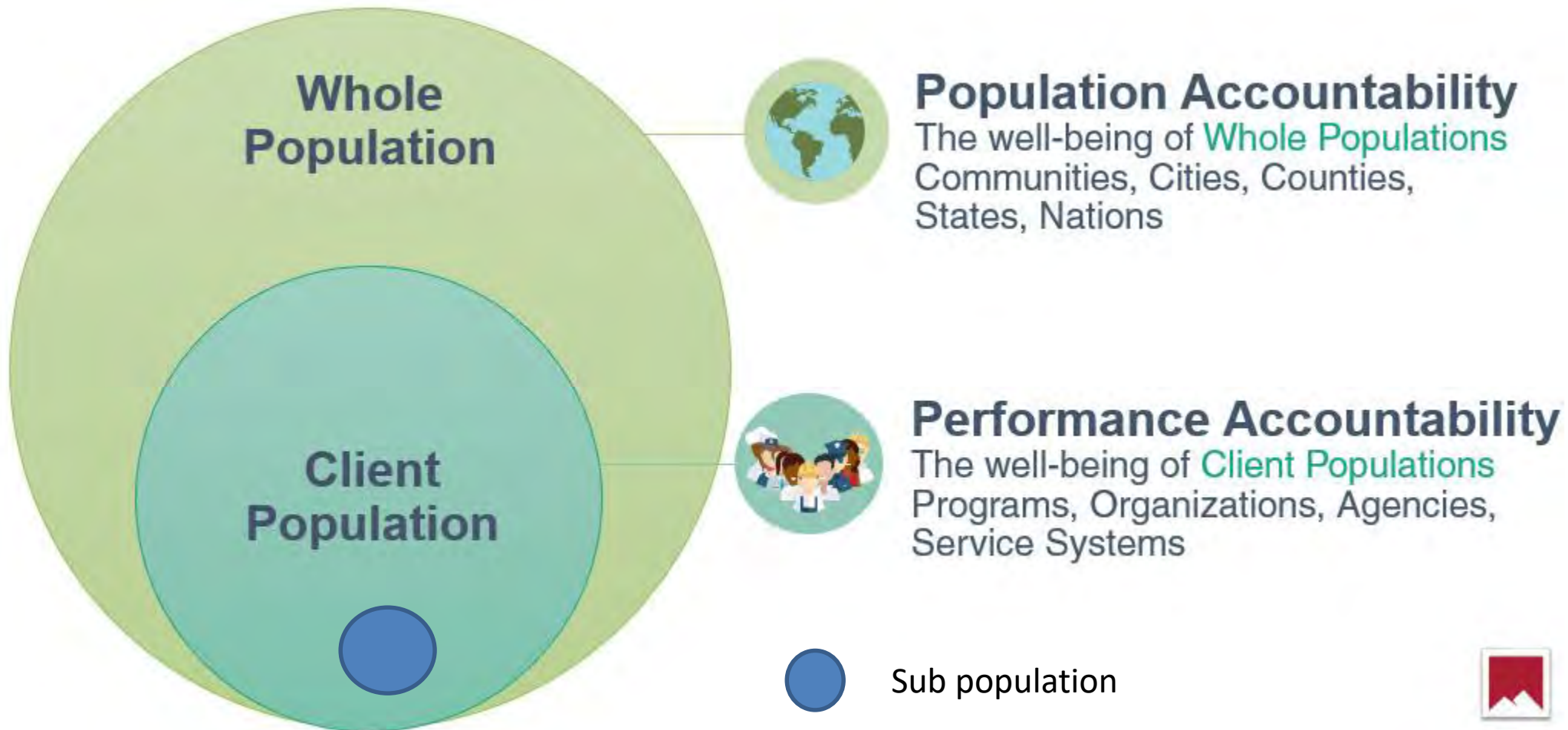
Common Agenda



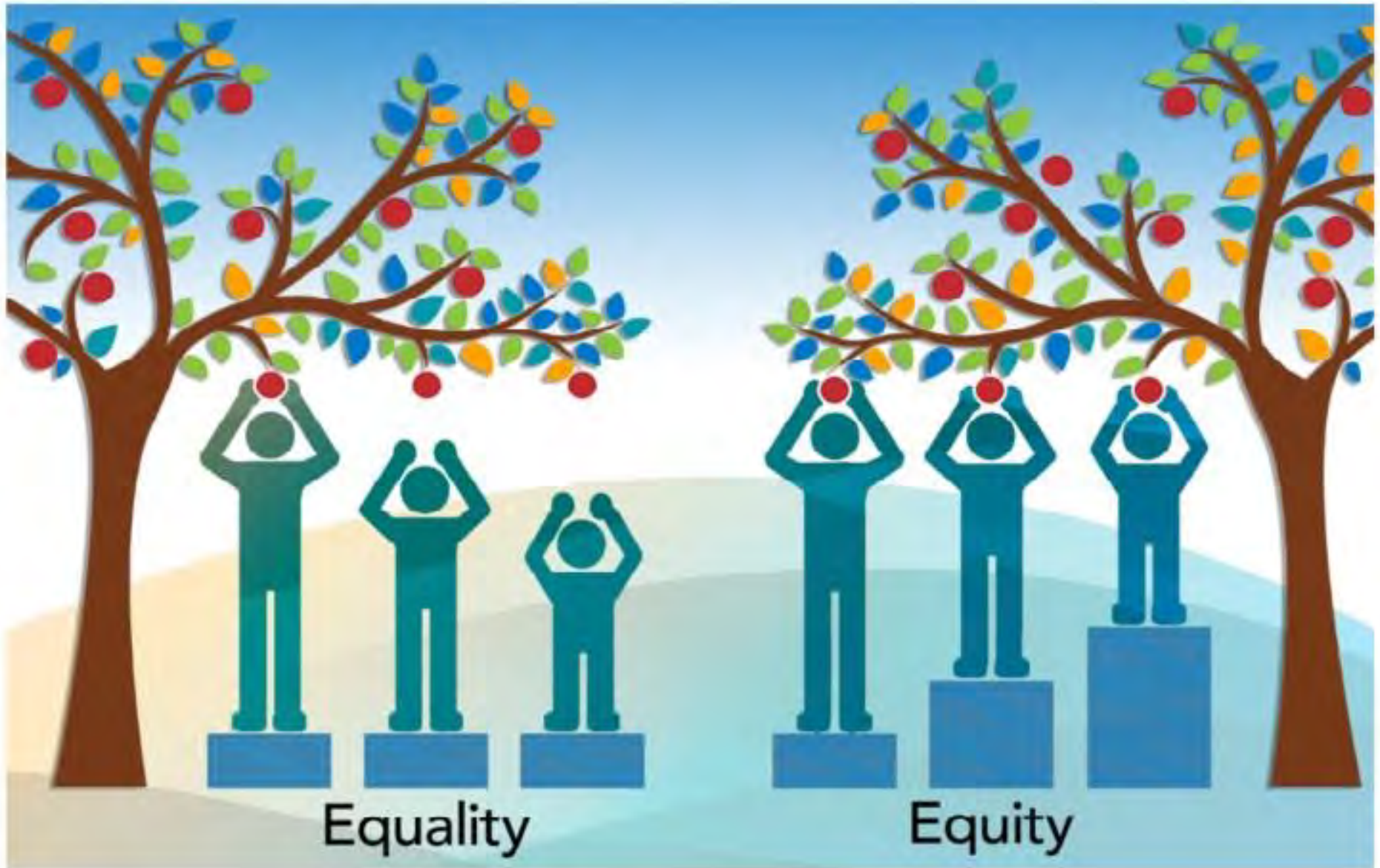
Above the surface you see the
Symptoms
of the problem

Dig deeper to find the
Root Cause
of the problem

Shared Measurement System



Equity



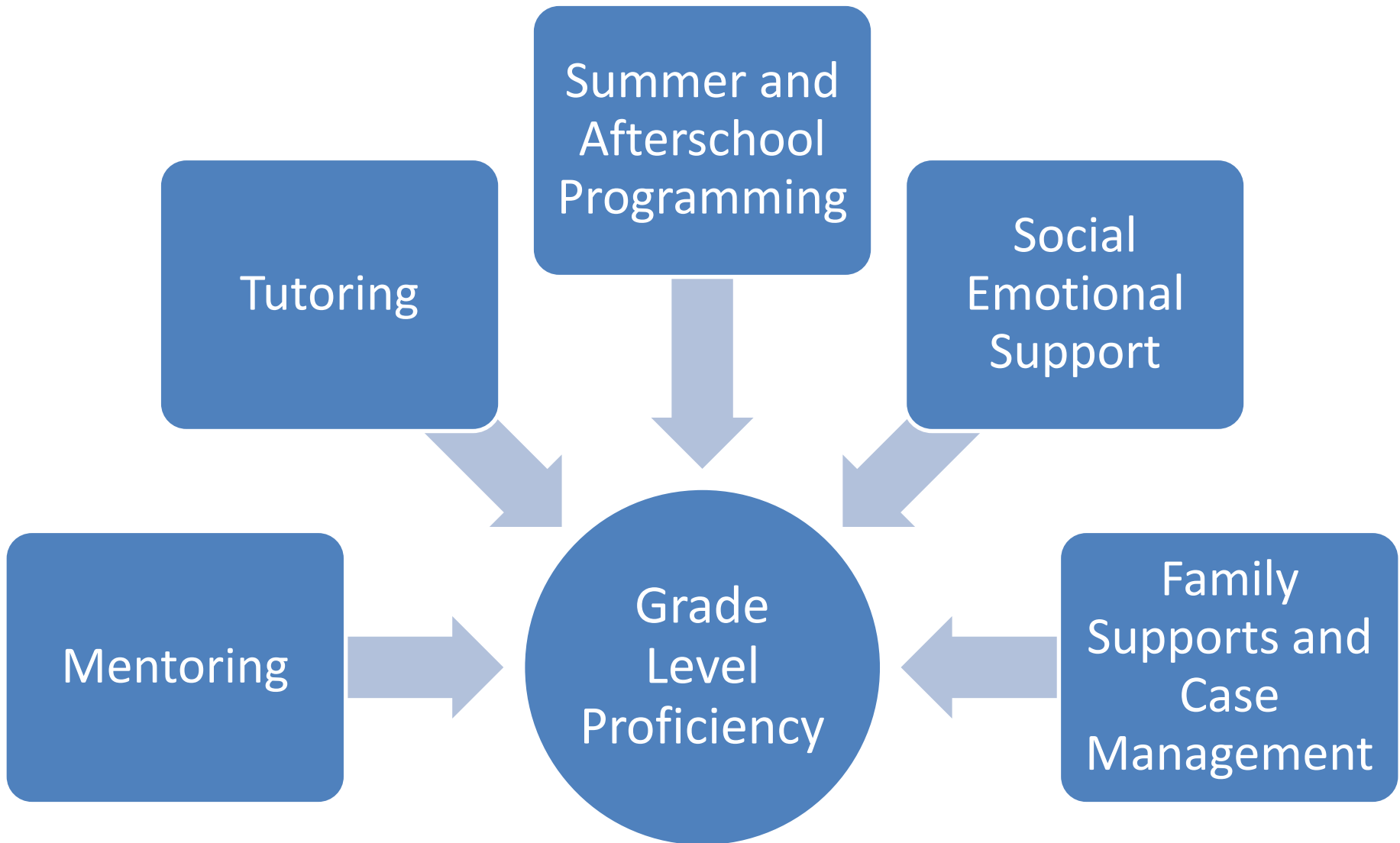
Mutually Reinforcing Activities

Activities to Results

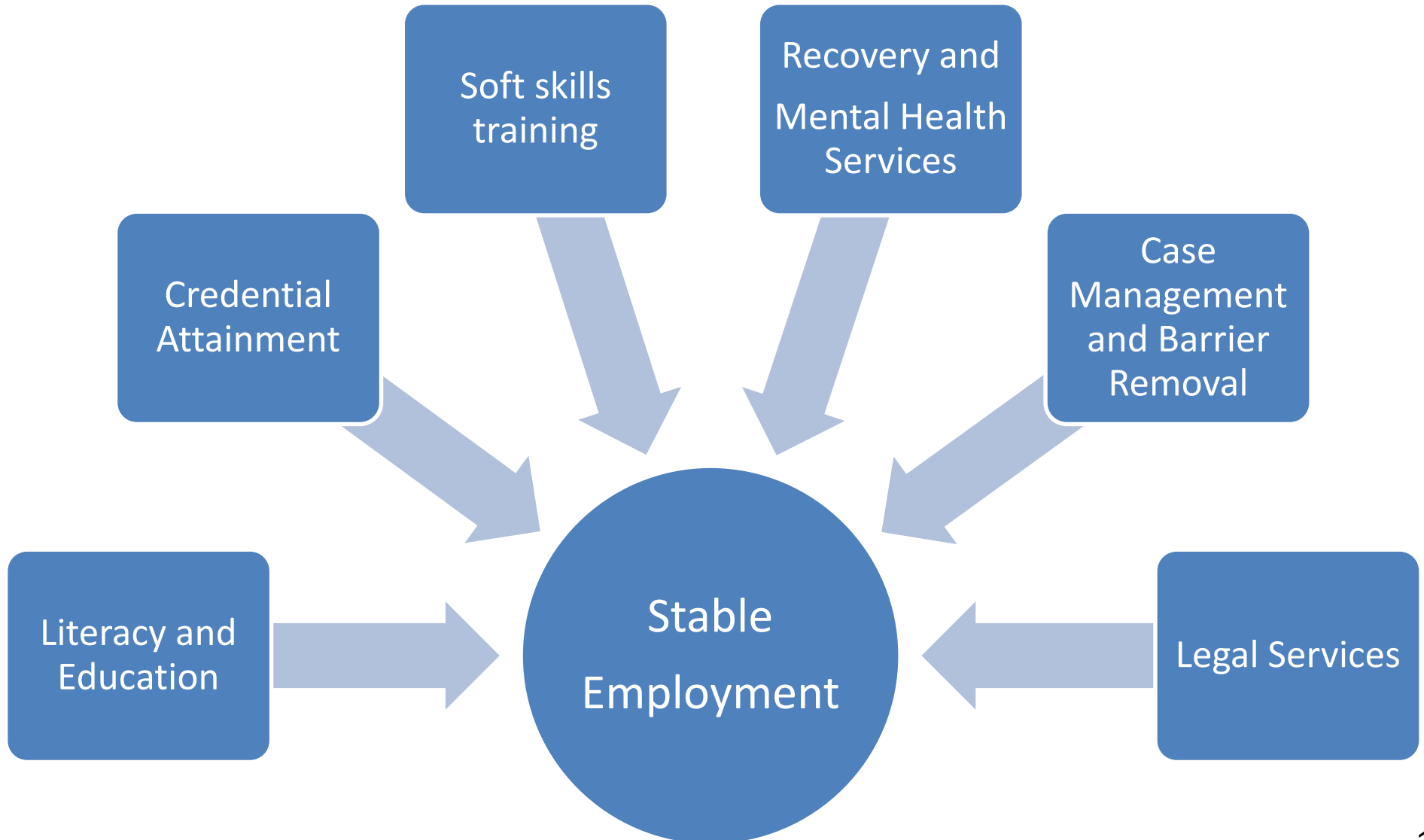


Results to Activities

Mutually Reinforcing Activities



Mutually Reinforcing Activities



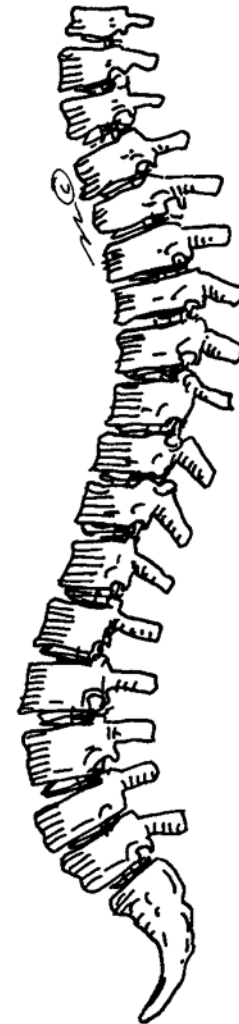
Continuous Communication

- Formal and informal
- Internal and external
- Opportunities for feedback and dialog
- Clearinghouse – data and story

Role of Backbone

Lead the Process

- Guide the vision and strategy
- Help connect the dots
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding



Backbone Capacity

Build capacity of others

Share credit, celebrate others' success; urge more

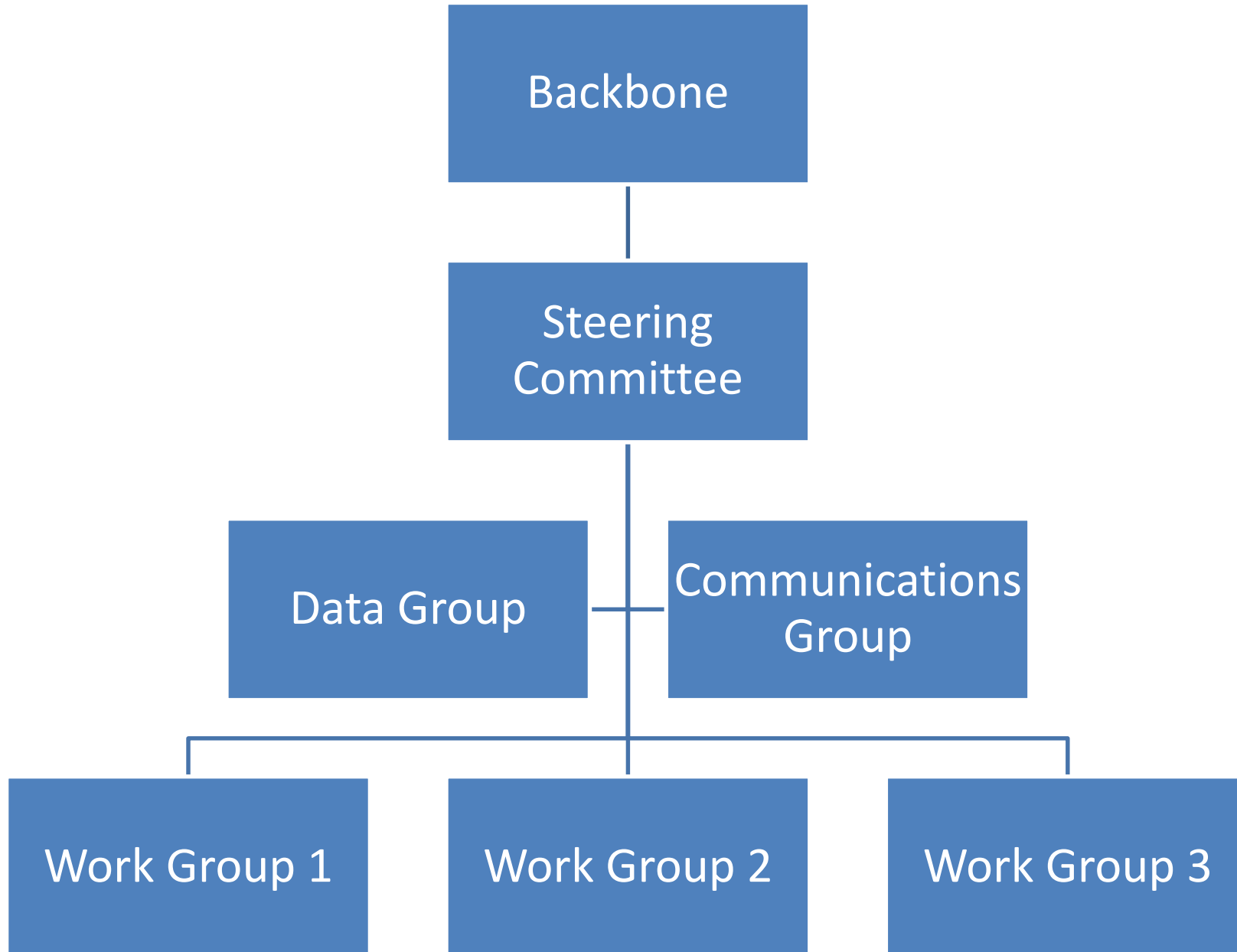
Exceptional instinct for managing interpersonal dynamics; builds trust

Open about organizational, personal shortcomings

Transparent and fair, more than neutral

Facilitate effective meetings

Collective Impact Structures



Practicing Values

1. Asset-based
2. Moving beyond diversity and inclusion to Equity
3. Collaboration
4. Continuous Learning
5. Integrity

Asset-Based

Doing **with**, not **to** or **for**
communities

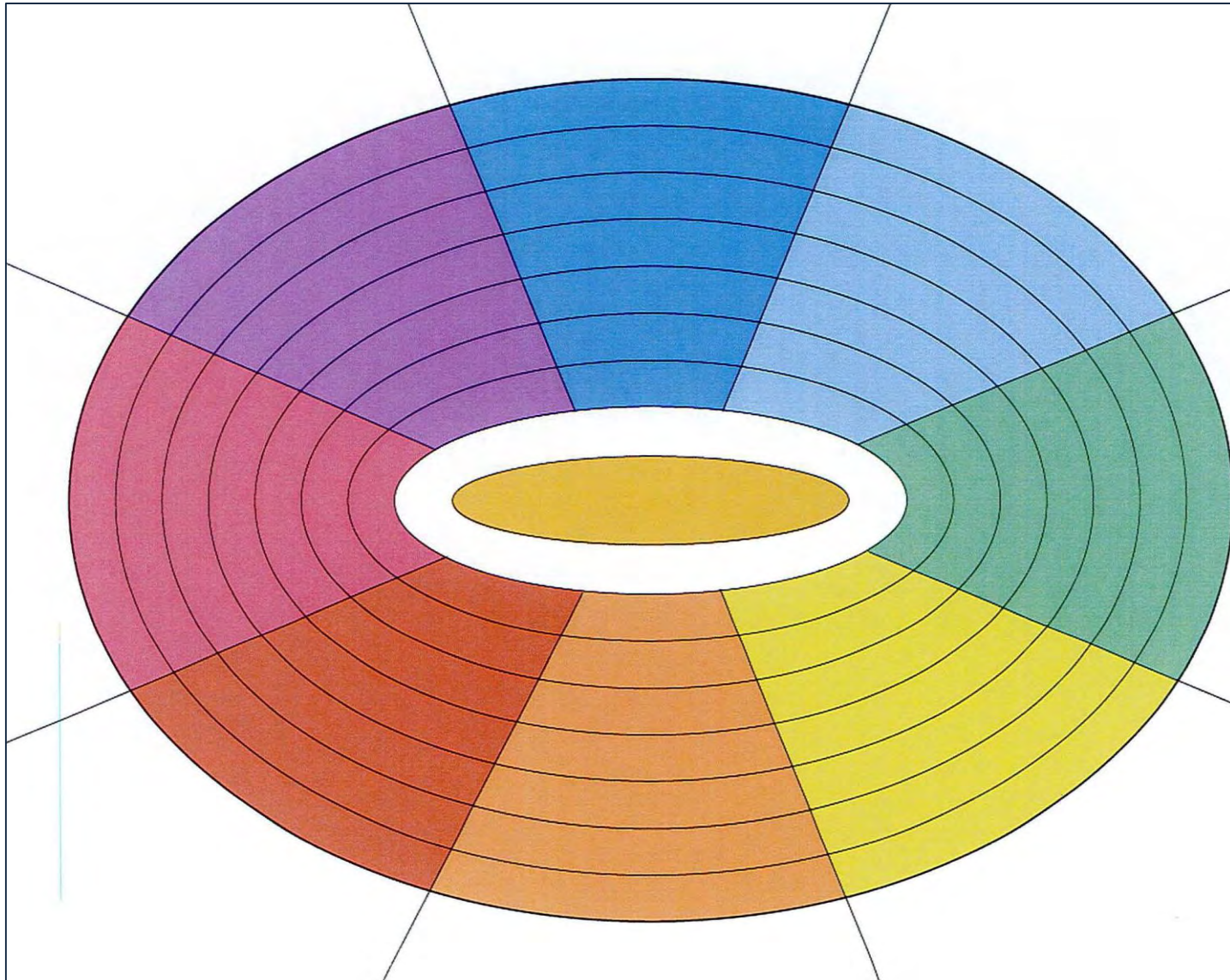


Diversity & Inclusion

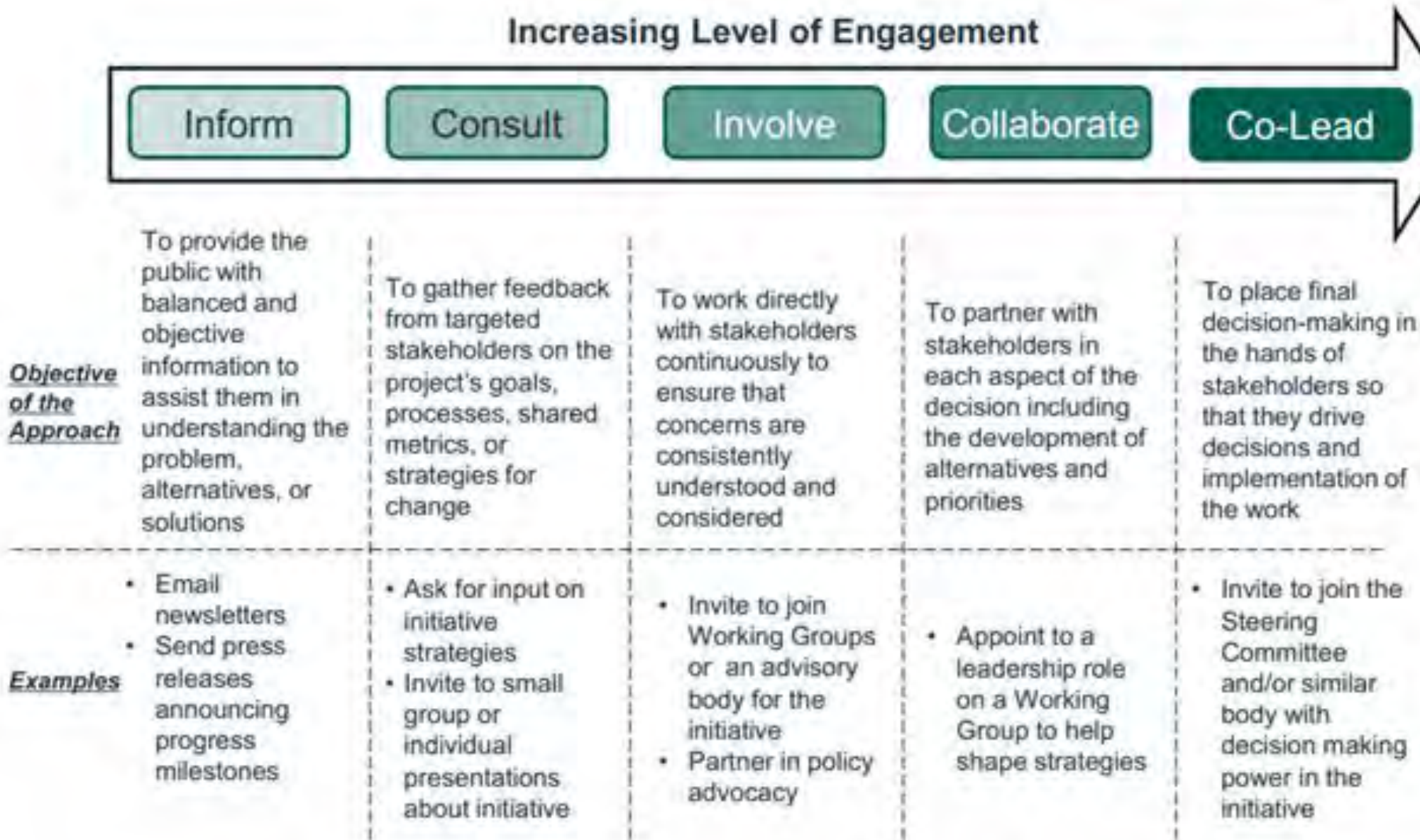
When you change who is at the table, you change the table itself



Mapping our Network



Equity in Leadership



Source: Collective Impact Forum, adapted from Tamarack Institute and IAP2

Collaboration

Collaboration is about building

TRUST



Trust

Trust can be understood as believing others are:

Sincere – what is said matches what is thought

Reliable – what is done is dependable and consistent

Competent – what is delivered reflects the ability and capacity to performance what is promised

Continuous Learning

Own mistakes, ask for feedback,
and ask for help, course correct



Integrity



THANK YOU

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Additional Resources
Collective Impact Forum
Tamarack Institute