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

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I Generate Ideas and Dialogue</th>
<th>Phase II Initiate Action</th>
<th>Phase III Organize for Impact</th>
<th>Phase IV Sustain Action and Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Infrastructure</td>
<td>Convene community stakeholders</td>
<td>Identify champions and form cross-sector group</td>
<td>Create infrastructure (backbone and processes)</td>
<td>Facilitate and refine</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 (common goals and strategy)</td>
<td>Support implementation (alignment to goal and strategies)</td>
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<tr>
<td>Community Involvement</td>
<td>Facilitate community outreach specific to goal</td>
<td>Facilitate community outreach</td>
<td>Engage community 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>Establish shared metrics (indicators, measurement, and approach)</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
</tr>
</tbody>
</table>
5 CONDITIONS OF SUCCESSFUL COLLECTIVE IMPACT

- Backbone Support Organization
- Common Agenda
- Shared Measurement System
- Continuous Communication
- Mutually Reinforcing Activities
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

Whole Population

Population Accountability
The well-being of Whole Populations
Communities, Cities, Counties, States, Nations

Performance Accountability
The well-being of Client Populations
Programs, Organizations, Agencies, Service Systems

Sub population
Equity
Mutually Reinforcing Activities

Activities to Results

Results to Activities
Mutually Reinforcing Activities

- Tutoring
- Mentoring
- Summer and Afterschool Programming
- Social Emotional Support
- Family Supports and Case Management

Grade Level Proficiency
Mutually Reinforcing Activities

- Soft skills training
- Recovery and Mental Health Services
- Case Management and Barrier Removal
- Credential Attainment
- Literacy and Education
- Legal Services

Stable Employment
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

Backbone

Steering Committee

Data Group

Communications Group

Work Group 1

Work Group 2

Work Group 3
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

**Objective of the Approach**

- To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions
- To gather feedback from targeted stakeholders on the project's goals, processes, shared metrics, or strategies for change
- To work directly with stakeholders continuously to ensure that concerns are consistently understood and considered
- To partner with stakeholders in each aspect of the decision including the development of alternatives and priorities
- To place final decision-making in the hands of stakeholders so that they drive decisions and implementation of the work

**Examples**

- Email newsletters
- Send press releases announcing progress milestones
- Ask for input on initiative strategies
- Invite to small group or individual presentations about initiative
- Invite to join Working Groups or an advisory body for the initiative
- Partner in policy advocacy
- Appoint to a leadership role on a Working Group to help shape strategies
- Invite to join the Steering Committee and/or similar body with decision making power in the initiative

*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

Based on Building Trust: In Business, Politics, Relationship and Life by Solomon and Flores
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