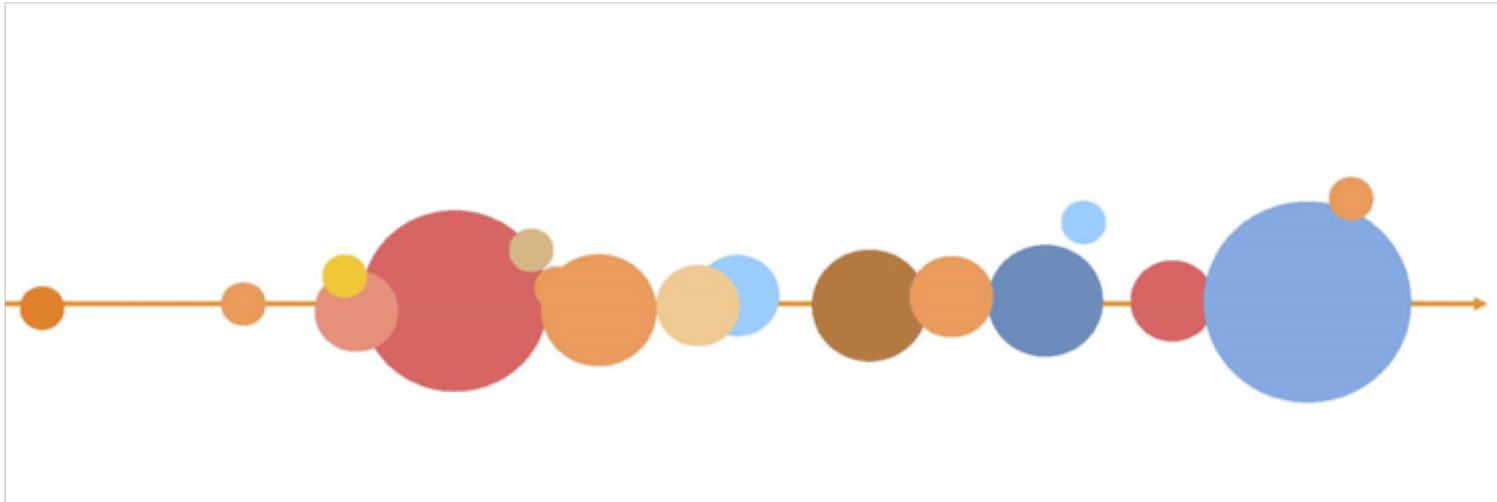


Collective Impact 101



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People own that
which they help
to build.

Margaret Wheatley

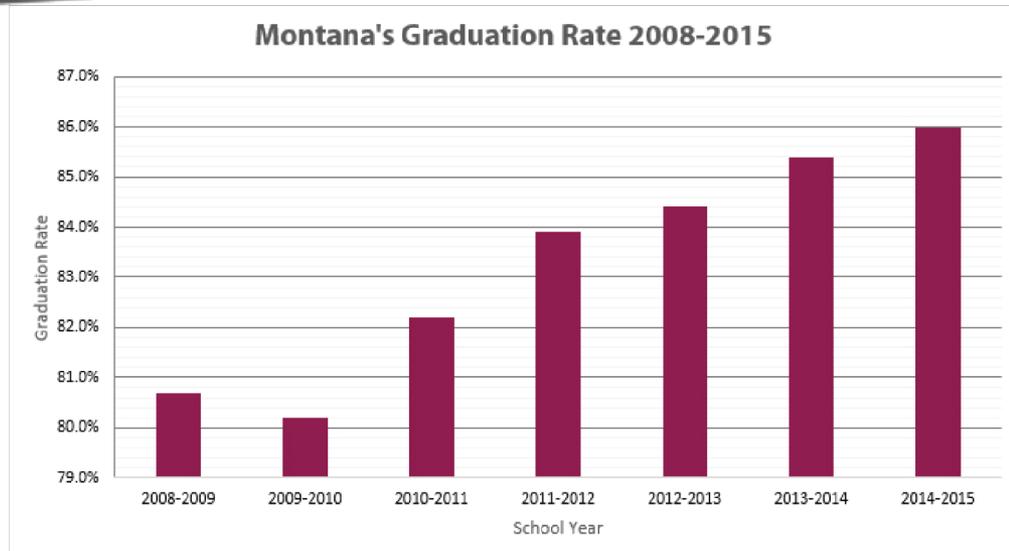
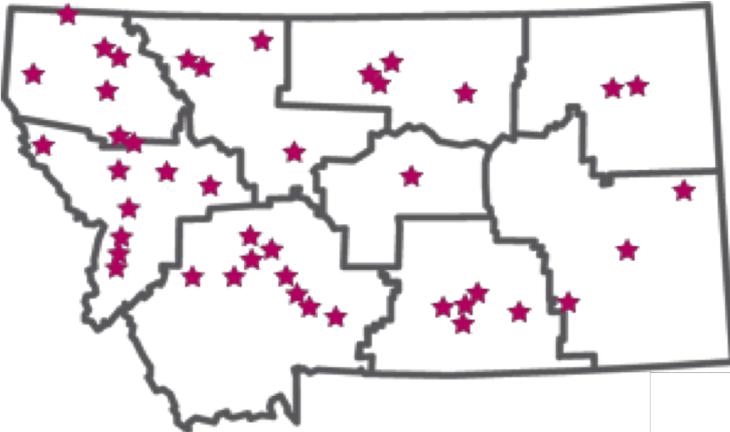
3 Components of Effective Community Change

- **Framework** - a good framework provides both a roadmap and common language for a team to navigate change
- **Principles** - principles guide the way in which one *interprets & acts upon* the framework
- **Practices** - help move a team along a framework efficiently & (hopefully) joyfully



GMM: “nested collective impact”

Since its launch in 2010, roughly 500 fewer students drop out every year, representing a \$5.9 million annual boost to the state’s economy. These new graduates will increase their lifetime earnings by \$95 million. Private sector investment in GMM is over \$1.3 million.



Cradle to Career Pathway

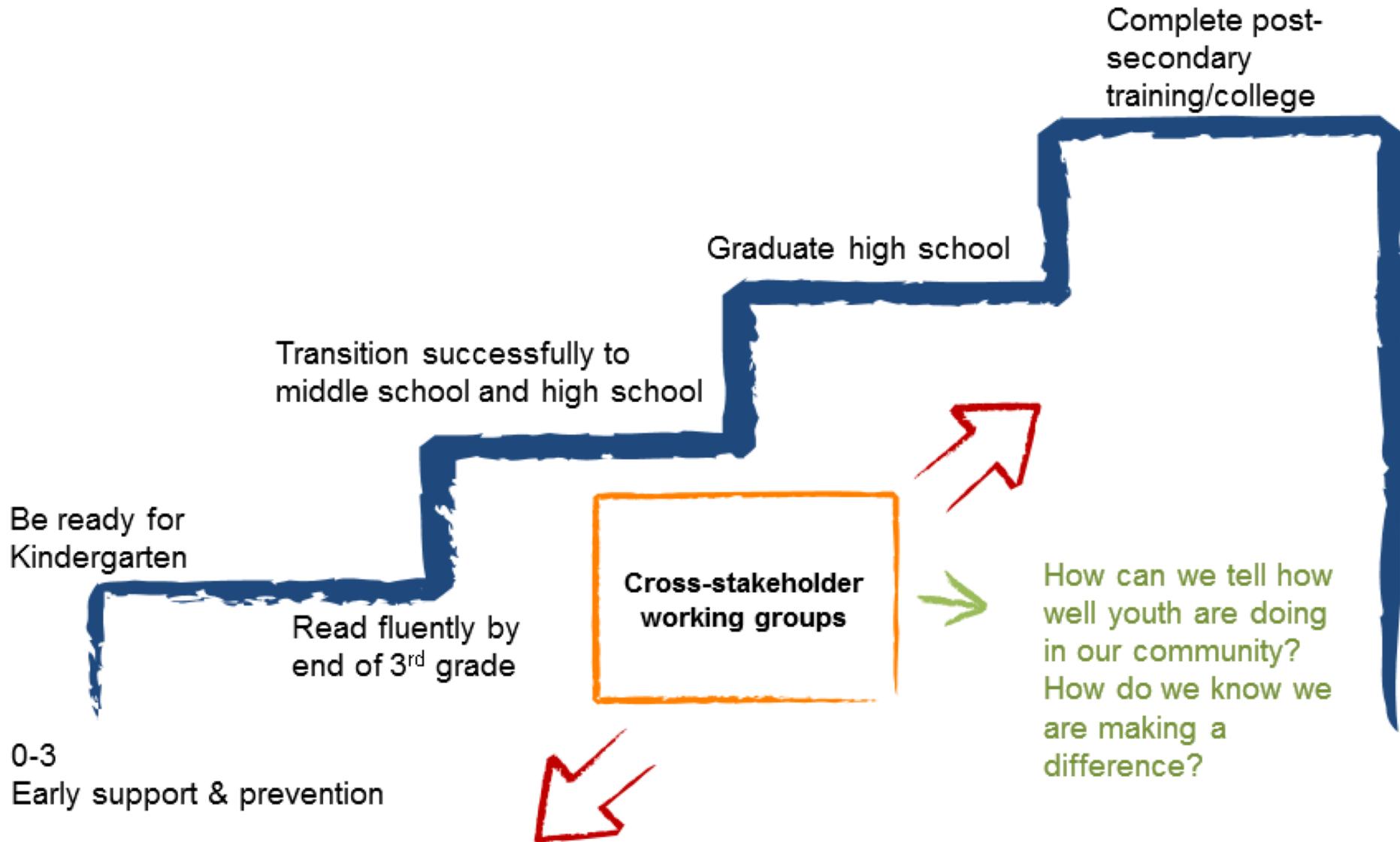
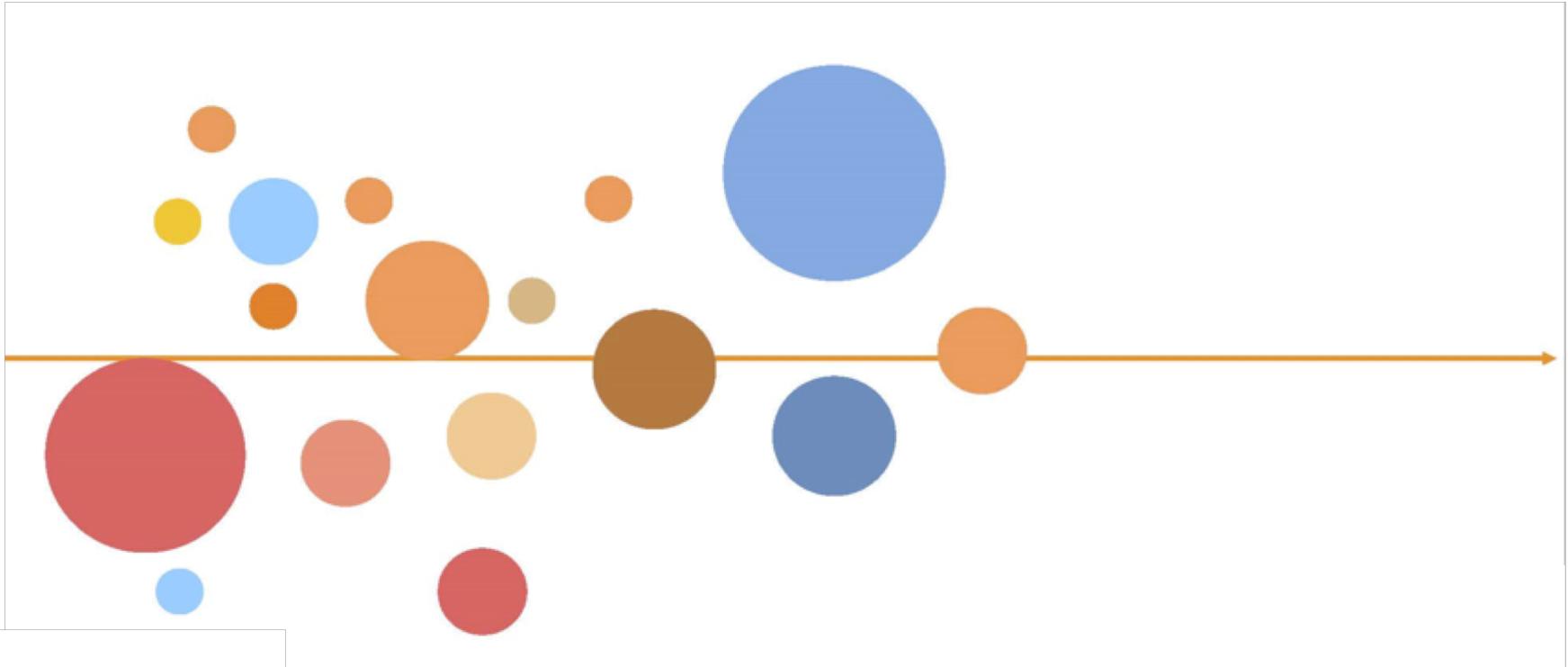


Image adapted from Education NW

Collective Impact: an invitation...

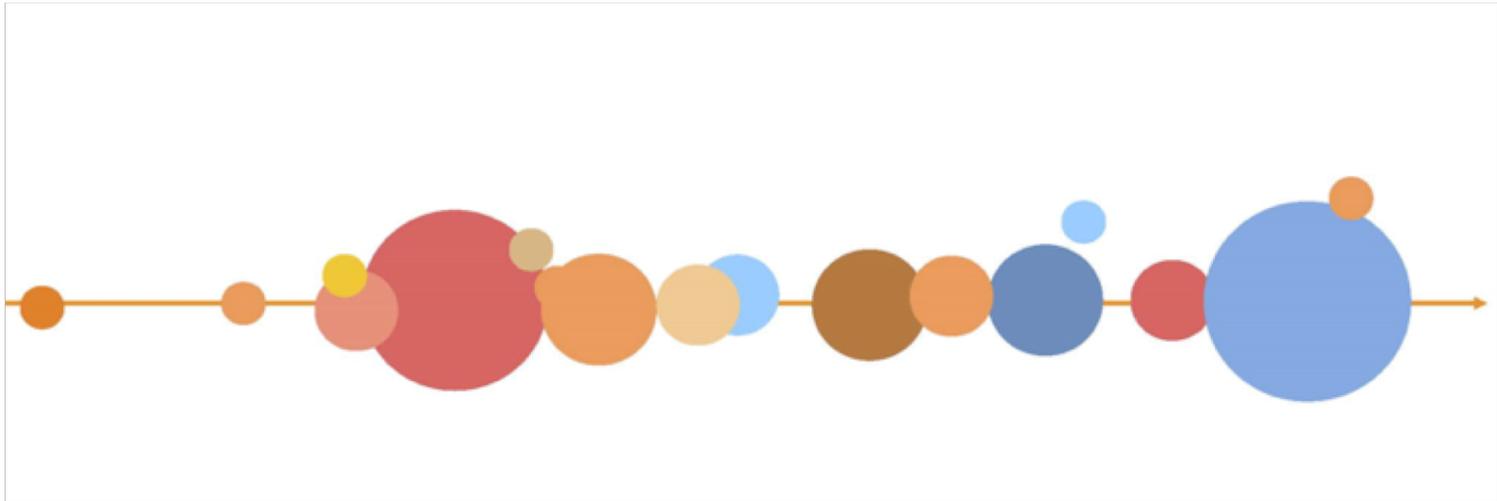


What's our challenge?



**PROGRAM RICH
SYSTEM POOR**

What's our approach?



**INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT**

What type of problem is it?

Simple

Making Soup



Right “**recipe**” essential
Gives same results every
time

KNOWN

Complicated

Sending a Rocket to the Moon



“**Formulae**” needed
Experience built over time
and can be **repeated** with
success

KNOWABLE

Complex

Raising a Child



No “**right**” recipes or
protocols **Outside factors**
influence Experience
helps, but doesn't
guarantees success

UNKNOWABLE

Characteristics of complex problems

Complex problems are difficult to frame	The cause and effect relationships are unclear
There are diverse stakeholders	Each experience is unique
The characteristics and dynamics of the issue evolve	There is no obvious right or wrong set of solutions
There is no single measure of success	The community is also evolving and changing



What is collective impact?

Collective impact is the commitment of a group of key actors from different sectors to develop a common agenda for solving a specific social problem using a structured form of collaboration.



Collective impact is **NOT!**



- Collaboration as usual
- Single sector approach
- A focus on individual programs and single focused solutions
- Short term impacts



5 Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Diverse Voices * Responsive * Community Aspiration

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * Alignment * Tracking Progress * Results

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * System * Supportive * Centered

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Trust * Transparency * Ongoing * Engagement

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * Convener * Coordinate * Movement

Collective Impact Shared Measures

Exploring * Alignment * Tracking Progress * Results

Shared Measures

Common Examples:

- the number and percentage of children receiving (identify the # of visits) **well-child visits** in the first 15 months of life;
- an increase of **utilization of existing available services** (ex: home visiting, mental health & physical health services, etc);
- **progress in an annual survey** distributed (or not) by the groups – such as a patient satisfaction survey, a youth “sense of belonging” survey;
- the number and percentage of youth who **enter kindergarten ready to learn; read on 3rd-grade level; graduate from high school...**

The 5 Conditions of Collective Impact – *Self Assessment*

Your Project: _____

Common Agenda *All the members of the team know and agree to why they meet.*

Strongly Disagree ----- *Strongly Agree*

Shared Measurement *Data is “at the center” of our team’s work – it informs where we started, where we want to go and how far we’ve come.*

Strongly Disagree ----- *Strongly Agree*

Mutually Reinforcing Activities *Each team member tries to align their organizational activities (projects, grant opportunities, events and celebrations) to support the efforts of the whole team’s goals.*

Strongly Disagree ----- *Strongly Agree*

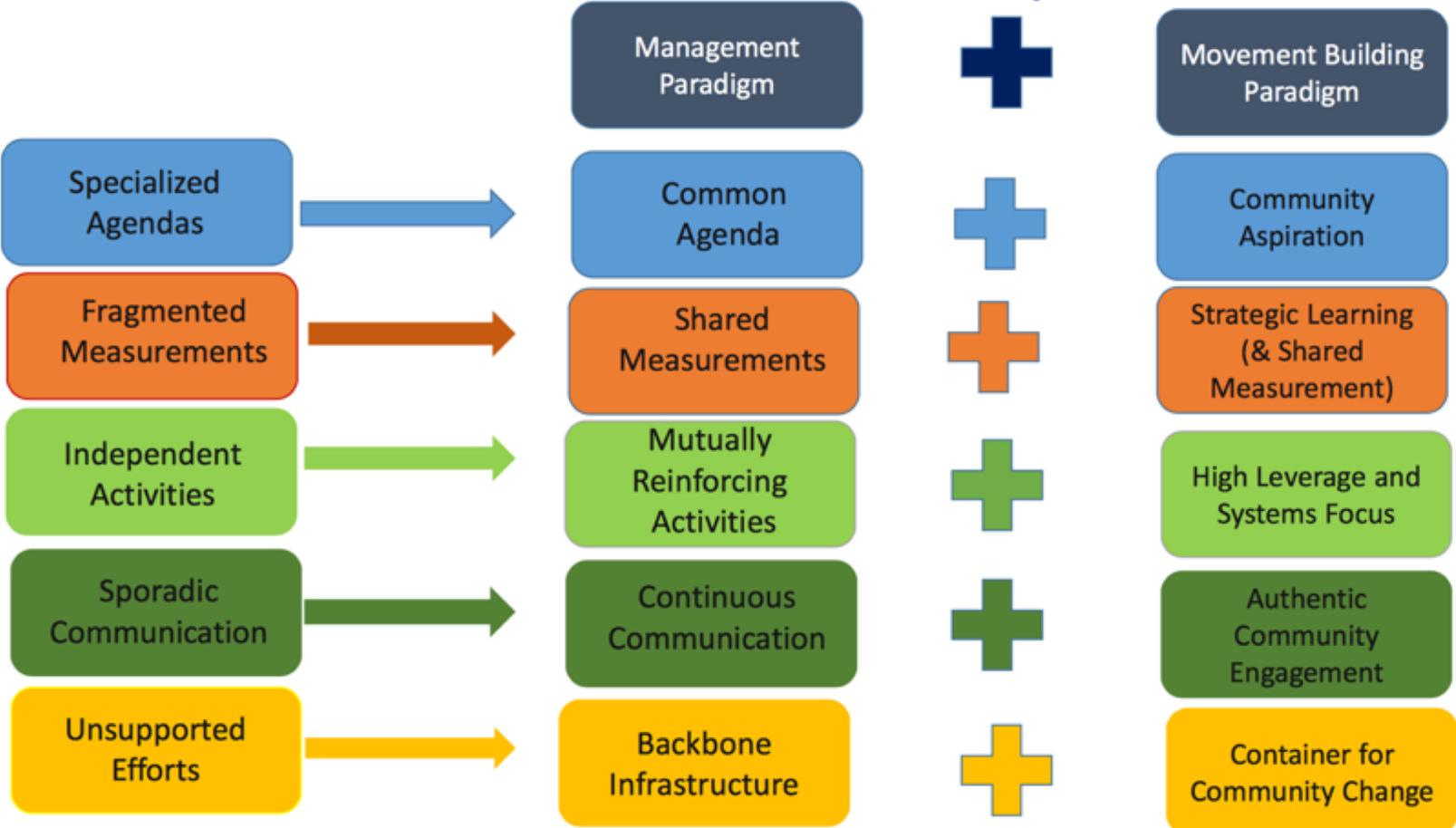
Continuous Communication *All team members feel “kept in the loop” about the vision and progress of the work and everyone feels able to share that information with others.*

Strongly Disagree ----- *Strongly Agree*

Backbone Support *There is an organization that is clearly responsible and has the capacity to ensure that the team comes together and is productive in its efforts.*

Strongly Disagree ----- *Strongly Agree*

Six Shifts in Collective Impact





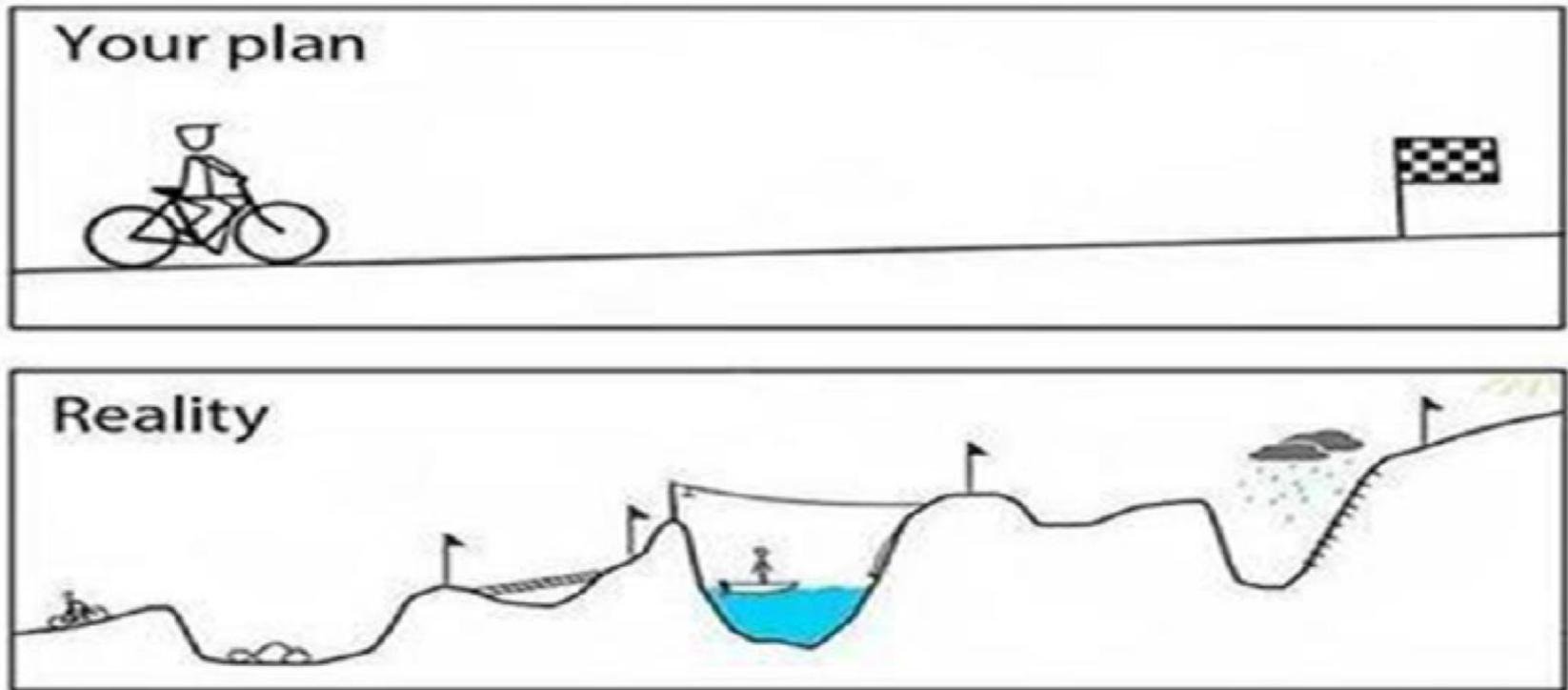
Collective Impact in Rural Communities

What We're Learning

- **Value of common language** for complex collaboration
- **Good pressure** to put data at the center of the work
- **Must be creative** about backbone functions w/limited organizational infrastructure in rural communities (ex: data and staff time)
- **Need to leverage existing relationships** access to power; multi-faceted personal & organizational relationships (“wearer of many hats”)



Collective impact is...



....**positive and consistent progress at scale**
having a significant and measurable impact.

Collective Impact Leading Organizations & Resources



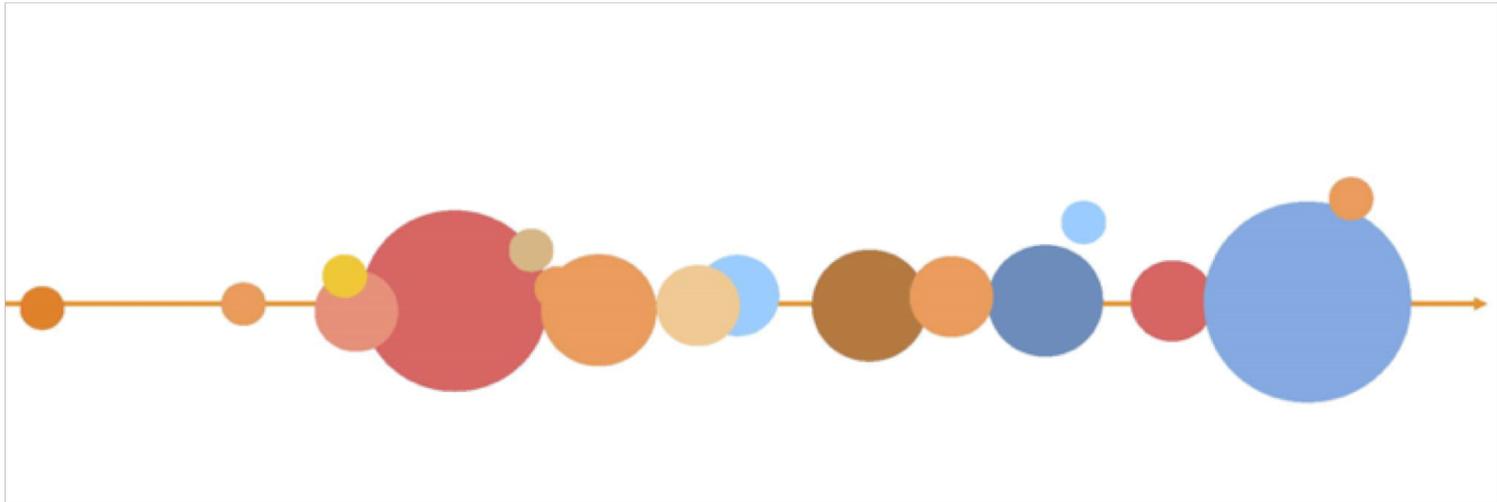
StriveTogether

The logo for StriveTogether is set against a dark blue rectangular background. The word "Strive" is in white and "Together" is in orange. A small orange dot is positioned to the left of the "S" in "Strive".

Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

Margaret Mead

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