THE

COLLECTIVE IMPACT

TOOLKIT

EDITED BY LIZ WEAVER

TAMARACK INSTITUTE

ISBN: 978-1-7780696-0-4

Edited by Liz Weaver.

Front cover image by Angelina Bambina.

Book design by Duncan Field.

First edition 2022.

Tamarack Institute

University of Waterloo, 140 Westmount Road North,

Waterloo, ON

N2L 3G6,

www.tamarackcommunity.ca

tamarack@tamarackcommunity.ca

Funded by the Government of Canada's Social Development Partnership Program.

Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Government of Canada.

TABLE OF CONTENTS

INTRODUCTION

WELCOME TO THE COLLECTIVE IMPACT TOOLKIT

The Collective Impact framework was launched in 2011 by John Kania and Mark Kramer of FSG Consulting. Their Stanford Social Innovation Review article of the same name distilled some of the key ingredients of successful community efforts to move "from fragmented action and results" to "collective action and deep and durable impact." The approach was built on five conditions: common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support.

Upon the articles' release, many community changemakers saw their own work in the process Kania and Kramer described. One of those changemakers was Paul Born, Co-CEO of the Tamarack Institute. He said:

"Kania and Kramer understood the work we were doing so well, and described it so effectively, that they essentially laid out a new operating system for community change."

Since 2011, Collective Impact's popularity has exploded, and is now employed across the globe by coalitions and collaboratives working to impact poverty, homelessness, climate change, the justice system, student achievement and many more issues and opportunities.

The Collective Impact framework was developed by FSG and has been refined over the last 10 years by the many partners of the Collective Impact Forum. The Collective Impact Forum is home to many examples of collective impact in action and regularly convenes backbone leaders and communities in advancing this approach. Tamarack has been a catalyst partner of the Collective Impact Forum since its inception and has benefited from the knowledge and resources provided through this important field-building network. Recently, the Collective Impact Forum and its partners, including Tamarack, have launched a 10-year retrospective series of articles which continue to advance the practice pf collective impact.

At the Tamarack Institute, we recognize the importance of long-term commitment in a Collective Impact initiative. While the individual conditions of the framework are beneficial on their own, to reap the full benefit it is important to recognize that population-level change on topics as large and complex as poverty require intentional collaboration, over time, by a diverse group of diverse and invested stakeholders. In 2016, Tamarack published Collective Impact 3.0 which built on the original framework and deepened our understanding of how to get the most out of intentional, collective action.

Communities Ending Poverty is a 20-year initiative of more than 330 communities across Canada. This initiative links together Collective Impact and community change approaches. In 2020, the CEP network released its impact report which described local actions which, when combined with federal, provincial and local government investments, had reduced poverty for nearly 1.1 million Canadians. Working collectively has had and impact.

One of Tamarack's most recent Collective Impact projects, *Communities Building Youth Futures*, represents a 5+ year partnership between the Tamarack Institute, the Government of Canada, and twenty communities across Canada building whole of community approaches towards improving outcomes for young people. In each community, service providers, government, community members, youth, and other context and content experts gather and coordinate local strategies for improving youth outcomes. These local roundtables have the added benefit of learning from other communities in the network, to the point where lessons learned in one locale are explored by the others. The result is place-based knowledge and wisdom that is shared, evaluated, and applied by other partners. This is the power of Collective Impact at-scale.

Tamarack believes in the power and impact of Collective Impact as a model for solving complex problems that impact communities across Canada, North America, and beyond. We've partnered with, learned from, and assisted with Collective Impact work in North America, Australia, New Zealand, Singapore, the United Kingdom, and beyond.

Our hope is that this Collective Impact toolkit will provide you with the understanding required to explore and launch your own Collective Impact initiative. We also want to equip you with the practical tools needed to navigate the various pre-conditions, conditions, and phases of a long-term Collective Impact effort. The tools and resources contained within are pulled from over twenty years of community change work, informed by partnership with local changemakers from communities across the globe.

Collective Impact works, but requires commitment, content and context expertise, and time. We hope that this toolkit provides you with enough resources to get started on your Collective Impact journey, and enough knowledge and wisdom to help you ask the right questions of the right people along the way.

Our doors are always open — we welcome any feedback, questions, or encouragement as you embark on your Collective Impact journey.

We invite your comments and suggestions: liz@tamarackcommunity.ca

Visit our resource rich website for additional tools, insights, and resources: www.tamarackcommunity.ca

Liz Weaver,
President & Co-CEO

Tamarack Institute

READY, SET, GO: BUILDING READINESS FOR COLLABORATIVE AND COMMUNITY IMPACT

There are times when we dive into community change projects and initiatives without truly understanding whether the community is ready and whether we have the appropriate set of skills and capacities to take on this change work. The Tamarack Institute has been involved in community change for over 15 years supporting cross-sector community efforts to reduce poverty. We have seen some collaborative tables succeed, while others fail, but over that time we have learned many valuable lessons about what works and what does not. Perhaps the first and most important lesson learned is to pay attention to the readiness of the community to take on the challenge.

A FOCUS ON COMMUNITY

Understanding Community Rhythms: The Harwood Institute

Taking the pulse of your community is an important step. The Harwood Institute provides a useful framework for understanding different stages called Community Rhythms: The Five Stages of Community Life. Understanding these different rhythms or stages of community life can help explain why some communities adopt change at a faster pace than other communities.

Communities that find themselves in a **waiting place** are waiting for someone or something to come along to solve their current problems. These community members often feel disconnected from the problem. The community is fragmented with limited leadership. By waiting, they are looking for someone else to step up to the plate with the answer. These communities seem, in part, to have given up hope for a different future.

Those communities that are at an **impasse** have hit rock bottom; but, the community's members are stuck and don't really know the path forward. There is a lack of leadership in this type of community and while people are frustrated, no one individual or group is willing to step forward to break the impasse.

Catalytic communities show a lot of promise. These communities can seed real change because the citizens understand that there is a problem, are energized, and are willing to act. There is the appropriate leadership in place to move from inertia to action.

Communities in the **growth stage** are making progress on their community problem or issue. There is a sense of community spirit and connection. People can name key community leaders and speak with pride about the common purpose and direction.

A community in the **sustain and renew phase** might have achieved their initial goal, but are now struggling to maintain momentum. It is at this point when the leadership needs to draw lessons and insights from the past and determine the path forward. There is a danger in the sustain and renew phase to lose momentum and head back to the waiting place.

Diagnosing the rhythm or stage your community is in can be helpful when considering whether there is the right capacity and willingness to take on the challenge of community change. The Harwood Institute identifies that communities move from one rhythm to the next and that there are times when significant changes move communities quickly through the stages. If your community is in a waiting place or at an impasse, it may take longer to build the right strategic capacity and leadership. They say that timing is everything and Harwood illustrates why this is so important to consider before jumping into change.

THE LOCAL CONTEXT: COMMUNITY NARRATIVE, DATA, MAPPING, AND LEADERSHIP

Understanding Your Community Narrative

All communities have narratives. The community narrative is the story that citizens tell each other about living and working in that community. Narratives can have positive and negative components to them. There are communities that are 'lunch bucket' which often means that there is a heavy industrial base driving the economy and that people just get on with the work. Other communities are considered 'bedroom communities' where a large portion of the population commutes from the community to work daily. There are government towns and university towns which are dominated by those two pillar institutions. Some communities are dying. Industry is shuttering and citizens are moving away. And other communities are growing, the reverse is happening.

Like Harwood's five community rhythms, understanding the narrative of your community can be a critical component to understanding community readiness. There are many sources in the community to uncover the community narrative:

- **Local Media**
  What are the dominant stories about the community?

- **Data and Statistics**
  What are the dynamic trends and what pressures are these putting on the community?
- **Local Government**
  What is in the mission statement and core strategies of the municipality?
- **Anchor Institutions**
  What are key anchor institutions (university, college, hospital, library, etc.) doing? Are they growing, contracting or staying the same? What pressures are these institutions facing?
- **Businesses**
  How is the business landscape? What trends are you observing?
- **Voluntary Sector Organizations**
  Are voluntary sector organizations collaborative or working in silos? Are they positive about the community?
- **Citizens**
  What are citizens saying when they call into talk shows? Are citizens participating in community gatherings? Are there different voices engaged in the conversation or is the conversation about the community dominated by one voice?

Understanding the narrative of your community can be important to shifting this narrative. It also speaks to readiness. If your community has a negative narrative, don't let this stop you, but consider that it will likely take more steps to turn a negative narrative into a positive narrative.

The United Way of Central Iowa, in advance of launching their poverty reduction strategy, spent several months hosting 40 community listening sessions which engaged more than 140 local citizens. These community listening sessions contributed to a deeper understanding about the issue of poverty and the perspectives of citizens from across the region as to whether this issue could be tackled. During the Central Iowa community listening sessions, the United Way team and its partners uncovered the community narrative and built their poverty reduction strategy based on community engagement. This approach of deeply listening to the community narrative lead to significant early results. In just over a year, the poverty strategy in Central Iowa reported moving 11,000 individuals on the journey out of poverty.

Community Data

It is one thing to discover the community narrative, next the community narrative needs to be verified by data. Many of us have a data phobia. It is confusing, and we are not always sure how to make sense of the different data points that exist in our community.

In Canada, many community foundations have made community data more accessible by publishing community Vital Signs reports. These are important reports for understanding what data trends are critical to the community and how the community is responding. Other communities have key institutions with staff who are deeply conversant in data and data trends. These individuals can be found across the community in municipal government offices, in universities and colleges, in chambers of commerce and in social planning councils. They might bring different perspectives to issues but they have access to data and most are willing to share their expertise.

It's important to note that community data can be both qualitative and quantitative. Collecting data through interviews, stories and case studies (to name a few examples) can be just as important as the quantitative data you may pull from a Vital Signs report. Communities should work to look for ways to harmonize multiple sources of data and allow both stories and numbers to inform a community narrative.

Understanding community data helps clarify what you have learned about the community narrative. In some cases, it may also uncover that people are concerned about an issue when the data proves there is no need for concern.

Personal Asset Inventory Tool

Many community change efforts begin by mapping the community's mix of services and programs which could support the community change effort. Why not begin by mapping the skills, interests and assets of the collaborative network? Community change efforts usually come to fruition by a group of citizens or organizations who are interested in shifting the current context.

The Personal Asset Inventory tool was developed by the Tamarack Institute to deepen the collective understanding of the group about its own assets and skills. It also enables different resources to be drawn into the effort and supports a variety of leadership skills and styles.

This simple tool invites all members of the collaborative table to share their own interests, skills and passions and why they are committed to working collaboratively on the change. We have also found that use of this tool can be an important way of building trust among the diverse participants of a collaborative process. As noted in *Turf, Trust, Co-Creation and Collective Impact*, authentic community change moves at the speed of trust.

Community Mapping

Mapping existing programs and services in the community is another important step for understanding and building community readiness. There are many approaches to build a community map. The Sustainable Communities – A Guide to Community Asset Mapping identifies that communities have six different assets available to them.

These include:

- **Natural Assets**
  Found in the natural environment including water, wood, minerals, wildlife, and fertile soil.
- **Built Assets**
  Physical structures like buildings and public infrastructure such as recreational facilities and roads, etc.
- **Social Assets**
  The values and culture of the community including the traditions and attitudes of sharing, cooperation and mutual support.
- **Economic Assets**
  Include local jobs and businesses which provide livelihood to the community.
- **Public Assets**
  Services such as hospitals, educational institutions and municipal services.
- **Intangible Assets**
  Include the undiscovered skills, expertise and willingness of leaders and volunteers to work toward the common goals of the community.

A Guide to Community Asset Mapping provides a simple tool for engaging citizens and organizations in the process of uncovering the assets that can be found in any community. Uncovering the assets that exist in a community can be foundational for any community change effort. Rather than building new initiatives, the community asset mapping effort might uncover the fact that folks are already working on the area of concern and would likely benefit from additional focus and resources.

Another useful way of building a community asset map is to reach out to the local information service centre in your community and ask them to provide a map of the services and programs in the community. Many information service centres can provide a GIS map which identifies where services and programs are located across the community and how accessible these services might be to existing transit.

The Toronto Youth Suicide Prevention Network connected with a local community information service to map youth-serving programs, secondary schools, health care institutions, mental health support services and transit lines. This community map showed both locations across Toronto where services were clustered and also where there were service gaps.

Community Leadership

A critical community asset, highlighted in both Harwood's Five Rhythms of Community Life and in A Guide to Mapping Community Assets is that of community leadership. David

Chrislip, in The Collaborative Leadership Fieldbook calls this the collaborative leadership premise.

> *"If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community." - David Chrislip, The Collaborative Leadership Fieldbook, Pg. 50*

Community leadership is an integral component of community readiness. Engaging the appropriate leaders willing to advance an issue and bring their resources to bear can drive the issue from idea to execution.

There are several considerations that Chrislip highlights in the collaborative leadership premise. These include engaging 'appropriate leaders'. Not every leader needs to be involved or needs to hold traditional power, but rather community change efforts need to engage a diversity of leaders who bring different assets to the table – whether it be willingness, influence, resources, or knowledge. When thinking about community leadership, many types of leaders should be engaged, from those who hold traditional leadership roles in the system (e.g. leaders of non-profits, philanthropy, government agencies) to leaders with lived experience who may hold other forms of power within their community to advocate for change.

Chrislip also notes that these leaders need good information including a deep understanding of the community narrative, data and community assets. It is only when they are informed that they can create authentic visions and strategies for their community.

COMMUNITY READINESS ASSESSMENT APPROACHES

The Community Tool Box, University of Kansas

The University of Kansas has developed a comprehensive online resource called the Community Tool Box. The Community Tool Box is a widely accessed tool for community-based groups and collaboratives to learn new skills by accessing tools and resources which help assess community needs, engage stakeholders, and build effective community change approaches.

A section of the Community Tool Box focuses on understanding and assessing community readiness. A critical component of community readiness is the awareness of the community about the issue and their willingness to engage.

The Community Tool Box defines community readiness as '*the degree to which a community is ready to take action on an issue*'. This focus on the issue is an important consideration in this framework. This definition of community readiness is issue specific which means that if the community has limited or lack of an awareness of the issue and its context, it will be challenging to move the community forward.

The Community Tool Box highlights six dimensions of community readiness. The site also provides a tool for evaluating and scoring readiness by community members along the six dimensions which are described as follows:

- **Community Efforts**
  To what extent are there existing efforts, programs, and policies that address the issue?
- **Community Knowledge of the Efforts**
  To what extent do community members know about existing local efforts and their effectiveness? Are the efforts accessible to all segments of the community?
- **Leadership**
  To what extent are appointed leaders and influential community members supportive of the issue?
- **Community Climate**
  What is the prevailing attitude of the community toward the issue? Is it one of helplessness or one of responsibility and empowerment?
- **Community Knowledge About the Issue**
  To what extent do community members know about the causes of the problem, consequences, and how it impacts your community?
- **Resources Related to the Issue**
  To what extent are local resources – people, time, money, space, etc. – available to support efforts?

Focusing on community readiness can contribute to the successful implementation of a community change strategy. Understanding the degree to which the community is aware of the problem, its engagement with the issue and the local community context can save time and resources in building a community change effort.

Wilder Collaboration Factors Inventory

Another useful tool for assessing collaborative efforts is the Wilder Collaboration Factors Inventory. The Collaborative Factors Inventory is built on an in-depth review of collaboration research and is a free online assessment tool for collaborative efforts to understand the factors which improve outcomes. There are 20 factors identified in the inventory.

The Wilder Collaboration Factors Inventory assessment can be implemented many times during the collaborative process. Individual members or the whole collaborative group can use the tool to rate itself before initiating the effort to determine initial collaborative readiness. Then, at regular intervals, members of the collaborative can use it to assess what is working well and what pain points might be developing.

The 20 factors are listed below:

- History of collaboration or cooperation in the community
- Collaborative group seen as legitimate leader in community
- Favourable political and social climate
- Mutual respect, understanding and trust
- Appropriate cross section of members
- Members see collaboration is in their self-interest
- Ability to compromise
- Members share a stake in both process and outcome
- Multiple layers of participation
- Flexibility
- Development of clear roles and policy guidelines
- Adaptability
- Appropriate pace of development
- Open and frequent communications
- Established informal relationships and communication links
- Concrete, attainable goals and objectives
- Shared vision
- Unique purpose
- Sufficient funds, staff, materials and time
- Skilled leadership

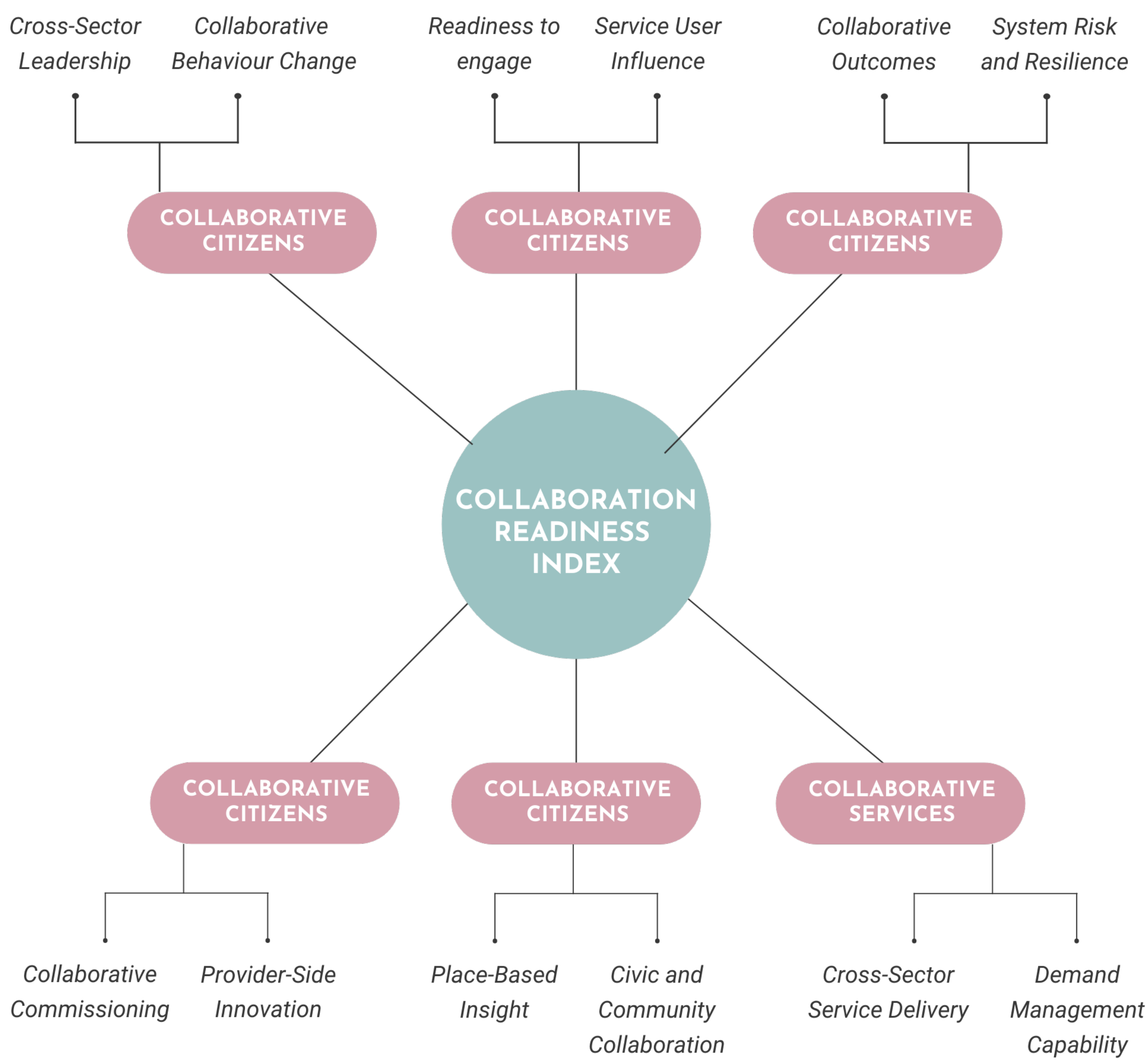
Building For Systems Change — Collaborative Readiness

"There's no collaboration without readiness..."

This is the simple introduction to a resource written by Dr. Henry Kippin and Sarah Bulliald of the UK's Collaborate called Collaboration Readiness – Why it Matters, How to build it and Where to Start. This resource looks at building collaborative readiness in a systems change context. While the context of the document is the health care system in the UK, there are some useful and relevant elements of this resource for building collaborative readiness.

There is no transformation without collaboration and no collaboration without readiness. Community change is about influencing and altering systems which are not working. Building collaborative readiness is about focusing on outcomes rather than provider needs; shifting the community narrative to focusing on human capital and building the practice of effective collaboration through shared outcomes and delivery readiness.

The Collaboration Readiness Index has six components with two indicators per component. The six components build the structure and are the conceptual framework. The authors of the Collaboration Readiness Index identify that those using the index need to be in tune with and adapt to their local context.



The 12 indicators identified in the Collaboration Readiness Index are drawn from the work of existing collaborative efforts in the UK. This index is a useful lens into understanding how to move toward systems influence and systems change.

Collective Impact Readiness Assessment and Feasibility Framework

For those considering systems change using a Collective Impact (CI) approach, the Collective Impact Forum has developed two resources that are helpful for unpacking readiness. The first is a Collective Impact Readiness Assessment tool. The CI Readiness Assessment has three sections and it is intended that collaborative groups discuss each of the sections in sequence.

The first section asks groups to consider whether Collective Impact is the right approach for the community change effort. We have learned that Collective Impact efforts require time, process and resources to implement effectively. Collective impact is also a useful framework for complex issues requiring a system change lens. Determining appropriate fit is helpful.

The second section asks if the collaborative effort has considered the pre-conditions of Collective Impact including engaging influential champions; determining the urgency of the issue being addressed and obtaining adequate human and financial resources to drive the change forward. The pre-conditions set a firm framework upon which to build a Collective Impact effort.

The final section of the CI Readiness Assessment asks if the nuts and bolts for Collective Impact are already in place. This includes having a history and culture of collaboration in the community; engaging a neutral, respected convener to host the initial work; creating or engaging a backbone structure to move the collaborative effort forward; engaging cross-sector leaders and stakeholder commitment to using data to drive toward the shared outcomes identified in the common agenda.

The second resource is the Collective Impact Feasibility Framework which is on the following page. The Framework provides a flow chart approach incorporating the key questions and decision points required to move from idea to action. Collaborative tables considering a Collective Impact approach for their community issues should work through the feasibility framework. The CI Feasibility Framework will provide structure and a firm foundation to build upon.

THE LOCAL CONTEXT: COMMUNITY NARRATIVE, DATA, MAPPING, AND LEADERSHIP

Community readiness is something that few consider and yet it is integral to early design, building momentum, and ultimately strong execution. This paper brings together some of the key tools, approaches and frameworks to consider when building community readiness. There are many elements which overlap across the different approaches and frameworks. Collaborative leaders might want to consider which of the tools, approaches or frameworks is best suited to their local context and issue.

It is important to pay close attention to these three elements: people, process and local context. Community change and impact work is challenging. It moves us from considering our individual programs and services to focusing on a pathway to change community outcomes. Getting ready for this change is as important as the change itself.

All the tools, approaches and frameworks identify that investing in readiness will pay dividend when the collaboration is moving to execution.

1. WHAT IS COLLECTIVE IMPACT?

Collective Impact is a disciplined, cross-sector approach to solving complex issues on a large scale. First defined by John Kania and Mark Kramer of FSG: Social Impact Consultants in an article published in the Stanford Social Innovation Review in the Winter of 2011, it includes five conditions and three pre-conditions, which when applied in a comprehensive way, have demonstrated remarkable effectiveness in addressing a broad range of issues. Collective Impact has garnered rapid uptake, in part due to the clear and elegant way that Kania and Kramer describe its collaborative, multi-sector approach. Collective Impact is also very much an evolving body of practice whose effectiveness is being accelerated as the learning and experience of the growing number of practitioners who are now implementing it are sharing their insights and experiences.

TOOL | COLLECTIVE IMPACT AT A GLANCE

Collective Impact is not merely a new process that supports the same social sector solutions but an entirely different model of social progress. The power of Collective Impact lies in the heightened vigilance that comes from multiple organizations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants.

Collective Impact is the commitment of a group of actors from different sectors to work together towards common agenda for solving a complex social problem. In order to create lasting solutions to social problems on a large-scale, organizations — including those in government, civil society, and the business sector — need to coordinate their efforts and work together around a clearly defined goal.

As a Collective Impact initiative starts to form they should consider the pre-conditions which has been proven to ensure success when initiating a collaborative. Further, research suggests that there are five conditions and five phases that will also help a collective action to succeed. This tool will outline the basic information and questions that one will need to start a Collective.

THREE PRE-CONDITIONS TO COLLECTIVE IMPACT

There are three pre-conditions to Collective Impact that are critical to long-term success. These are:

• **An Influential Champion** - An individual or small group who command the respect necessary to bring CEO-level cross-sector leaders together and keep them actively engaged over time

• **Adequate Financial Resourcing** - Adequate financial resources to last at least two to three years and generally involving at least one anchor funder to support needed infrastructure and planning

• **A Sense of Urgency for Change** - A new opportunity or crisis that convinces people that a particular issue must be acted upon now and/or that a new approach is needed

FIVE PHASES OF COLLECTIVE IMPACT

FIVE QUESTIONS TO PONDER WHEN CONSIDERING COLLECTIVE IMPACT

1. Do we aim to affect “needle moving” change? This is a change in the community of +/- 10% or more.

2. Do we believe that long-term investment by several stakeholders is necessary to achieve success?

3. Do we believe that cross-sector engagement is essential for community-wide change?

4. Are we committed to using measurable data to set the agenda and to using it to improve over time?

5. Are we committed to having community members as partners and producers of impact?

NINE LEADERSHIP PRINCIPLES FOR BACKBONE LEADERS

1. View the system through a lens of complexity

2. Let the vision be "good enough" rather than trying to plan every little detail.

3. Live with balance between data and intuition, planning and acting, safety and risk.

4. Be comfortable with uncovering paradox and tensions.

5. Don't wait to be "sure" before proceeding with actions.

6. Create an environment of information, diversity and difference, connections and relationship.

7. Mix cooperation with competition – it's not one or the other.

8. Understand that informal conversations, gossip and rumour contribute to mental models, actions and beliefs. Listen to these in making change.

9. Allow complex systems to emerge out of the interaction of systems, ideas and resources.

FIVE THINGS TO CONSIDER WHEN BUILDING A COMMON AGENDA

1. **Who is driving the agenda?** There is a need to work differently together to get to a common agenda – rather than one agenda to "win".

2. **How complex is the issue?** By setting boundaries around what you will and will not do you will allow you to increase impact and more easily set an agenda.

3. **How does the issue play out in your community?** Examine data to inform the common agenda and drive impact.

4. **Who is doing what already?** Map current community efforts to solve the problem.

5. **What is our next step?** Get into conversation, explore the problem and talk about what transformation will look like.

TOOL | FIVE CONDITIONS OF COLLECTIVE IMPACT

Collective Impact is not merely a new process that supports the same social sector solutions but an entirely different model of social progress. The power of Collective Impact lies in the heightened vigilance that comes from multiple organizations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants.

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem. In order to create lasting solutions to social problems on a large-scale, organizations — including those in government, civil society, and the business sector — need to coordinate their efforts and work together around a clearly defined goal.

According to research successful Collective Impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

COMMON AGENDA

Take a close look at any group of funders and nonprofits that believe they are working on the same social issue, and you quickly find that it is often not the same issue at all. Each organization often has a slightly different definition of the problem and the ultimate goal. These differences are easily ignored when organizations work independently on isolated initiatives, yet these differences splinter the efforts and undermine the impact of the field as a whole. Collective Impact requires that these differences be discussed and resolved. Every participant need not agree with every other participant on all dimensions of the problem.

SHARED MEASUREMENT

Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

MUTUALLY REINFORCING ACTIVITIES

Collective Impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

CONTINUOUS COMMUNICATION

Developing trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and the best possible solution to the problem, not to favour the priorities of one organization over another.

BACKBONE ORGANIZATION

Creating and managing Collective Impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

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.
SHARED MEASUREMENT	Collecting data and measuring results consistently across all participants ensure efforts remain aligned and participants hold each other accountable.
MUTUALLY REINFORCING ACTIVITIES	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
CONTINUOUS COMMUNICATION	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
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.

TOOL | FIVE PHASES SELF ASSESSMENT AND PLANNING

This self-assessment and planning tool, based on FSG's "5 Phases of Collective Impact" document, enables you to assess your progress in the each of the four "components of success" needed to create a solid foundation for your Collective Impact effort. It also enables you to effectively evolve each component of success as your CI effort matures across the five phases of evolution of Collective Impact efforts. The tool will be outlined below, but can be accessed in full through the Tamarack Institute.

MAIN IDEAS

The purpose of this tool is to help your collaborative leadership group to pause and take stock of where you are and the progress you have made in advancing your Initiative. Further, the tool can be used by your collaborative leadership group to consider what is needed to support the work moving forward. The graphic provides you with a holistic snapshot of this tool.

	PHASE I Assess Readiness	**PHASE II** Initiate Action	**PHASE III** Organize for Impact	**PHASE IV** Begin Implementation	**PHASE V** Sustain Action and Impact
Governance and Infrastructure	Convene Community Leaders	Identify champions and form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams and establish backbone infrastructure	Build out the backbone infrastructure and evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make the case	Create a common agenda, clear problem definition, and population level goal	Develop blueprint for implementation and identify early wins	Refine strategies and mobilize for early wins
Community Engagement	Determine community readiness and create a community engagement plan	Begin outreach to community leaders	Incorporate community voice and an equity lens - gain community perspective and input around the issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation, Improvement, and Learning	Determine if there is consensus and/or urgency to move forward collaboratively	Analyze baseline data to identify key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators and approach) at SC and Action Team levels	Collect, track, and report progress, and establish processes to learn and improve

Together the “Governance and Infrastructure” and “Strategic Planning” elements of success focus on the work needed to design, implement and lead your initiative. The “Community Involvement” element of success emphasizes your work to assess and consider the unique context within which your work will unfold over time. Finally, the “Evaluation & Improvement” element of success is focused on how you intend to assess the progress, outcomes and impact of your work and make adjustments as required over time. Use the tool to explore and consider the best plan for your collaborative leadership group to accelerate your effectiveness and momentum.

Governance and Infrastructure

This component is focused on ensuring that your group shares responsibilities and leadership; and, is clear about how – and who – makes decisions. The aim is to strive for a consensus that is honouring of multiple perspectives. The goal of this component is to agree upon how your initiative is best designed and led.

The focus of work for this element involves continually assessing:

- What are the minimum agreements needed for us to work well together?
- What practices do we have to help us foster understanding and trust between us? (When disagreements arise, how do we address them constructively?)
- What structures are needed to enable us to work together well?

Indicators of success include:

- There is clarity around how to work together
- You have established adequate structures to support us in our work
- You have established a high degree of trust throughout our initiative
- You have determined a set of values and principles that guide your collective values

Strategic Planning

This component is focused on ensuring that your group is clear about what we are trying to accomplish together and how. The goal is to establish an action plan that outlines how – and who – will do what to realize your common agenda.

The focus of work for this element involves the following questions:

- What is your group’s aspiration?
- What can we accomplish together to change the circumstances for individuals impacted by this issue or problem?

- What are the key actions that must be taken to realize your aspiration?

Indicators of success include:

- There is broad understanding and endorsement of your plan
- Regular and consistent progress is being seen and interest & involvement are growing
- The plan is updated and refined using data and learning from our actions

Community Involvement

This component is focused on ensuring that your group has engaged diverse perspectives to view your issue holistically. The goal is to ensure you understand your community's unique context; and, engage others to work with you to address it.

The focus of work for this element involves continually assessing:

- Who have you involved?
- Who else needs to be involved on this issue?

Indicators of success include:

- There is shared ownership of an issue
- There is a common agenda and sustain shared action to make it a reality

Evaluation and Improvement

This component is focused on ensuring that your group has engaged tracking progress and using the data/information to adjust and/or make changes accordingly. The goal is to assess progress, outcomes and impact; and, to document and share learning

The work of this element is focused on answering the questions:

- What is changing and are we learning?
- How are we changing policies, culture, norms and systems?
- What impact are we having?

Indicators of Success for this element include:

- Learning is captured, used to refine action, and documented and shared
- Evidence of progress and impact is measured and communicated

TOOL HOW-TO

For collaborative leadership groups, this tool includes check list for each of the five phases of the Collective Impact journey. The check-lists has been developed to provide concrete examples of activities within each component of success to provide prompts to help assess your progress and consider how the work may need to expand or change over time. The check-list is a starting point. Please feel free to add additional insights and signs of progress as needed. Use the worksheets that follow to explore and consider the best plan for your collaborative leadership table to accelerate your effectiveness and momentum.

TOOL DEBRIEF

After reflecting on your progress and considering the work required within each component to sustain healthy progress on your initiative. Use the information to set priorities and establish milestones for how your work will unfold across all four components of success for the coming year. Use the planning tool and work plan templates to capture these critical pieces of your collaborative process.

TOOL | COLLECTIVE IMPACT PRE-ASSESSMENT PROJECT SNAPSHOT

This tool is intended to enable you to provide a high-level overview of your Collective Impact Project and your work to date. The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

You are encouraged to reflect and respond to the following questions as part of your pre-assessment.

YOUR COMMON AGENDA

What is the issue or opportunity you want to address?

What is the shared vision you hope to achieve?

WHO HAVE YOU ENGAGED?

Who are the partners involved in leading your Collective Impact initiative?

Who else do you hope to engage to share your common agenda?

DATA AND SHARED MEASUREMENT

What data or research informs and/or helps frame your common agenda?

MUTUALLY REINFORCING ACTIVITIES

What are your desired outcomes and/or targets?

What are the core strategies in your action plan?

YOUR PROJECT'S STRENGTHS AND ASSETS

What strengths and assets does your project have to build upon?

YOUR QUESTIONS

What questions are top of mind for you now?

KEY CONTACTS

Who are specific individuals you can or are engaging with to advance your common agenda?

2. ASSESSING READINESS

There are three pre-conditions of Collective Impact: Influential Champions; Urgency of Issue; and Adequate Resources. Together, these 3 pre-conditions identify three community elements that determine the success of a Collective Impact effort. A good assessment of these conditions enables groups to undertake the groundwork needed to build awareness, and ultimately momentum, around its issue. The three pre-conditions are defined below:

- **Influential Champions:** Are influential community champions drawn to the issue and willing to commit their collective resources and networks to move the issue forward?
- **Urgency of the Issue:** Does the community perceive the issue to be both important and urgent? What data is required to gain greater clarity about the issue?
- **Adequate Resources:** What resources are required to ensure that the partners have sufficient capacity to move the issue forward? These can include resources for convening meetings, research, and community engagement.

TOOL | ASSESSING COMMUNITY CONTEXT

Pre-Condition: Does your Collective have the right people around the table?

There are three pre-conditions of Collective Impact: Influential Champions; Urgency of Issue; and Adequate Resources. Together, these three pre-conditions identify three community elements that determine the success of a Collective Impact effort. A good assessment of these conditions enables groups to undertake the groundwork needed to build awareness, and ultimately momentum, around its issue.

This tool will help guide a conversation to gain greater clarity about the issue or opportunity you are trying to address. What does your gut tell you? At the end of the tool, you will find additional reflection questions for your team to consider when building your common agenda.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

You are encouraged to reflect and respond to the following points as you assess your community's readiness for a Collective Impact initiative.

External Factors	Engagement Strategies
Natural Disasters	Citizen engagement and action
Corruption	Policy changes (Federal, State, Local)
Visionaries (Good and Bad)	Community education
War	Community mobilization
Economic Meltdowns	Community collaboration

TOOL HOW-TO

1. Invite participants to spend a few moments individually completing the "Assessing Our Community Context" worksheet. You can access the full worksheet through the Tamarack Institute, in a printable format with space to include answers and responses to each section. **(10 min)**

   The worksheet encourages participants to consider the following conditions, identify challenges within their community for each, and brainstorm ideas to help fill the gaps identified:

   History of Collaboration
   Influential Leaders
   Urgency of our Issue
   Adequate Resources

   Participants are also instructed to consider what makes their particular community unique, and how the community context impacts the issue being addressed.

2. Invite them to share their responses to the tool with one other person. Instruct the listener not to interrupt, and only ask the presenter to, "tell me more." After a few moments get the two people to swap roles. **(15 min)**

3. In your pairs, join another pair (to form a group of 4) and share the similarities and differences that surfaced from their conversations. Have each group hand in their sheets. **(15 min)**

TOOL DEBRIEF

Some suggested debrief questions include:

- How can we get others excited to work with us on this issue?
- What additional information do community partners require (& who should they hear it from)?
- Do we have this information? If not, where can we find it?

TOOL | TOP 100 ENGAGEMENT

Pre-Condition: Does your Collective have the right people around the table?

This tool will help your group to identify and prioritize influential champions who could be engaged in the Collective Impact effort and lend their support to moving the effort forward.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Invite participants to spend a few moments individually brainstorming names of individuals who they know and think would be helpful in moving the collective effort forward. Place each name on an individual post-it note. **(10 min)**

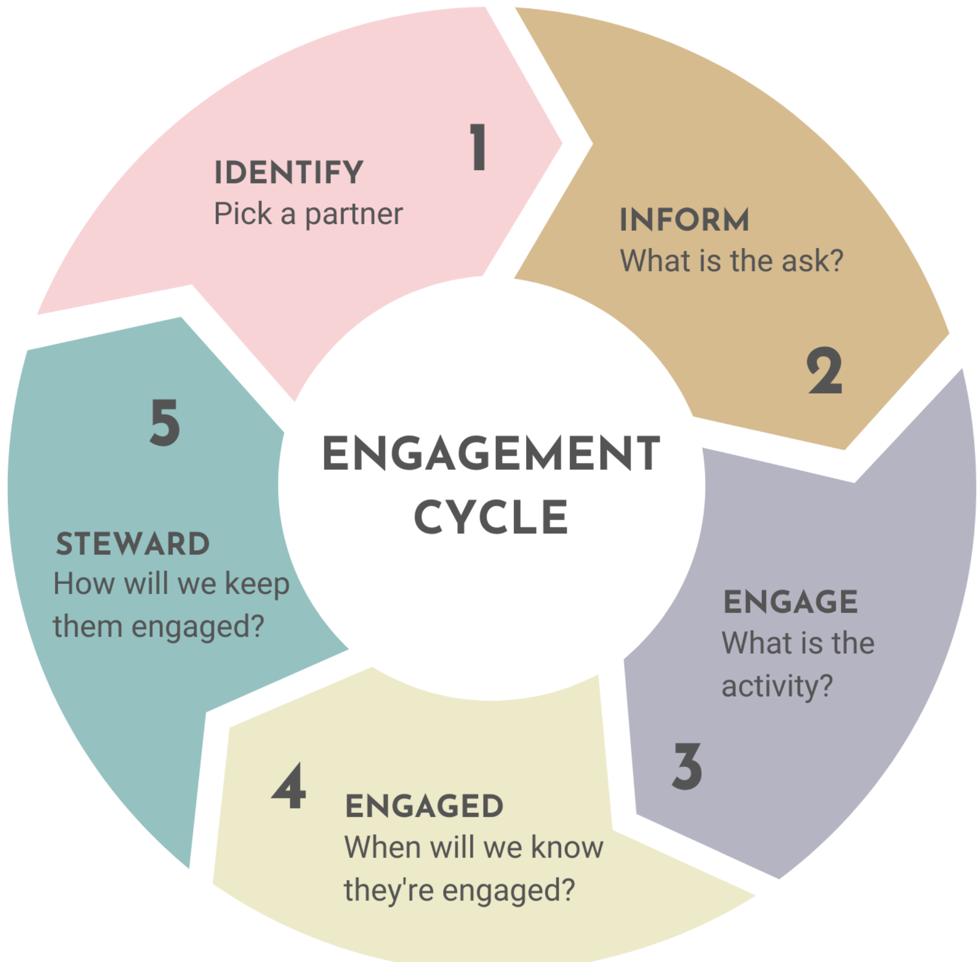
2. The participants begin to sort the names into sectors ultimately trying to identify 25 business, government, community or non-profit sector leaders. The participants identify areas of strength (for example lots of individuals identified in the business category) and areas of further work (for example weaker connections to people in government). You can access the full worksheet through the Tamarack Institute, in a printable format with space to include answers and responses to each section. **(10 min)**

Business Sector Share name, org, and title	Public Sector Share name, org, and title	Lived Experience Share name, org, and title	Voluntary, Charity, and Non-Profit Sector Share name, org, and title

3. Now participants should rank prospective names using the ranking worksheet. Be realistic about your ability to engage key prospects. The shared ranking is used to enable the group to prioritize who they might try to engage in their initiative. **(10 min)**

Who	Ability to Help Reason	Ability to Help Rank	Will to Help Reason	Will to Help Rank	Notes

4. The final step is to test what you know. Using the worksheet or diagram below as a reference, pick one person and work through the engagement cycle. **(10 min)**



TOOL DEBRIEF

Using this information, build a database of those you want to engage. Host conversations for system-wide engagement and develop a communications strategy that keeps them linked to the work.

TOOL | COMMUNITY REFERENCE SYSTEM

Pre-condition: Does your Collective have the right people around the table?

The Community Reference System – developed by Fred and Merrelyn Emery – is a process to allow a community to determine the participation of its own members. It is an effective way to build awareness and "buzz" about your gathering. The Community Reference System is best used when:

- It is not possible to invite an entire group to a particular event – when the number of participants for a particular session has to be limited.
- There may be questions asked about how participants were chosen for an event.
- A group's work must have credibility or the environment is highly political and cynicism around an event's legitimacy needs to be diffused.
- The process of involving a broader subset of the community to identify participants can help build awareness and enthusiasm for the event itself.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Using the Community Referencing system tool shown below, brainstorm a list of names for each sector who are known to be concerned about your issue or opportunity. **(10 min)**

   Typical criteria include:

   The process would not have credibility unless this person was involved

   The person has a reputation for speaking about this issue

   The person is well-respected in the neighbourhood

   The person is available and willing to participate

   The person is likely to be willing to do work in support of your issue

   Make sure you have generated at least one or two names for each sector on the map of the system.

2. Contact these initial individuals and ask them to recommend two or three people from within their sector who meet the criteria. Sometimes a script is developed to assist the conversation. **(15 min per call)**
3. Contact the individuals recommended in step 2 and ask them to make two or three recommendations as well. After two or three iterations, the same names should begin to appear on the list. **(15 min per call)**
4. From this total list of possible participants, select people whose names have been repeated and add participants if needed to ensure that all perspectives identified on Map of Systems are represented. From there, contact and invite individuals on your list.

TOOL | DEFINING YOUR ISSUE

Pre-conditions: How to define your issue?

This tool invites you to think about the critical work of clarifying, and reaching agreement on the scope and reach of your Collective Impact initiative. While it is important and useful to ensure there is agreement amongst your leadership regarding what *is* and *is not* included within the scope of your intended work, it is equally important to remember that from time to time it might be necessary and/or important to revisit, challenge, or re-affirm your original scope. This can be either in response to your changing community environment, or in light of unexpected opportunities or challenges.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Complete the tool below in small groups. As much as you can, strive to ensure that your definition is clear, concrete and measurable. If *outcomes* and/or *measures* already exist, be sure to write these up in advance. You can access the full worksheet through the Tamarack Institute, in a printable format with space to include answers and responses to each section. **(15 min)**

   The full tool helps participants consider four major ideas, with prompting questions for each:

   The Issue: How clearly have we defined our issue?
   Have we identified the specific impact we hope to have regarding our issue?
   What does current data tell us about our Issue?
   What else would help us better define our impact?

   Outcomes and Measures: What outcomes and measures already exist?

   What opportunities for change in our community can we leverage? Is there consensus re: opportunities to be leveraged?
   What initial actions can be taken to leverage these opportunities, and if so, by whom?

   What barriers currently exist to prevent that change? Where do we see opportunities to overcome identified barriers?
   What initial actions can be taken to leverage these opportunities, and if so, by whom?

2. Be sure to identify and be up-front with potential community partners about parameters that cannot be changed.

TOOL DEBRIEF

Possible debrief questions include:

Our Issue

- How clearly have we defined our issue?
- Have we identified the specific impact we hope to have regarding our issue?
- What does current data tell us about our Issue?
- What else would help us better define our impact?

Outcomes & Measures

- What outcomes and measures already exist?

Opportunities

- Is there consensus re: opportunities to be leveraged?
- What initial actions can be taken to leverage these opportunities, and if so, by whom?

Barriers

- Where do we see opportunities to overcome identified barriers?
- What initial actions can be taken to leverage these opportunities, and if so, by whom?

TOOL | EMPATHY MAP

Pre-conditions: How to define your issue?

Empathy maps can be completed individually or as a team. Developing empathy maps for varied and contrasting hypothetical users can really round out your understanding of user experience. When you can, we encourage you to invite stakeholders to complete first-person empathy maps.

This exercise is intended to help you to consider the perspectives of those who your project serves or affects. Developing and consulting an empathy map helps your team to consider the many forces around your users and customers that affect their experiences. Post the empathy maps where the team can see them daily.

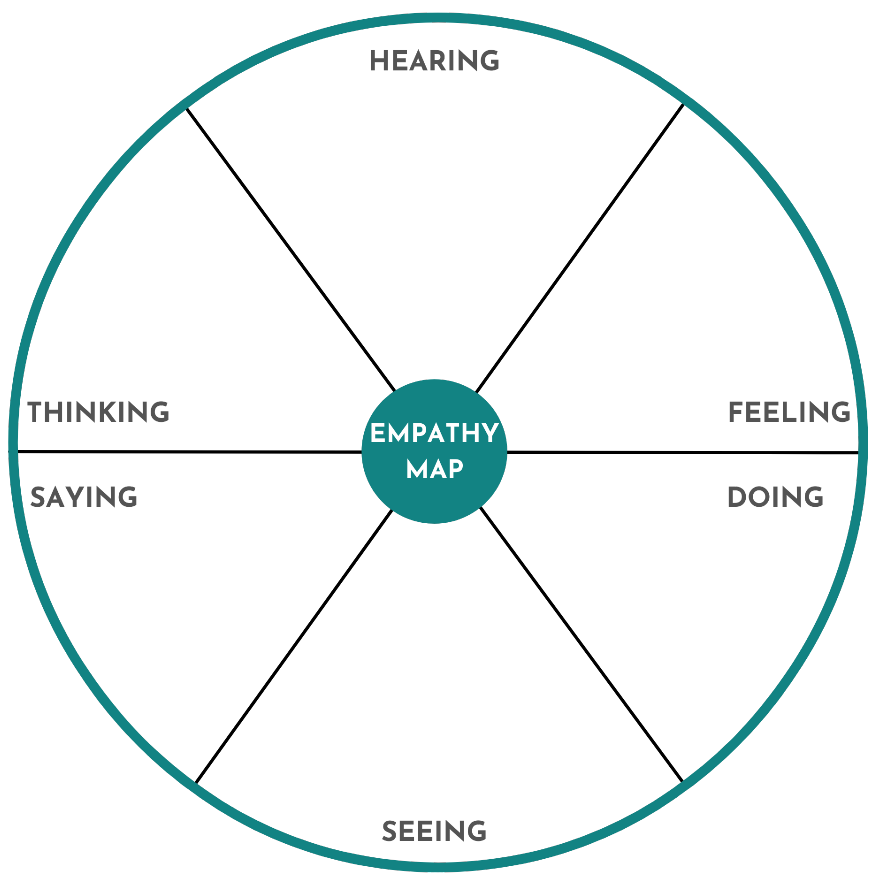
The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Individually or as a group thinking about the target of your initiative. Put yourself in that person's shoes and think about their experience of your project:

   What are they seeing?
   What are they saying?
   What are they doing?
   What are they thinking?
   What are they feeling?
   What are they hearing?

2. Fill in all six areas on the map in as much detail as you can imagine. **(15 min)**



3. After you have completed your empathy map, list:

   Three (3) things that this person wants
   Three (3) obstacles to those desires **(15 min)**

TOOL DEBRIEF

Possible debrief questions: • How do we need to refine the engagement, design or delivery of our work based upon the insights generated from our empathy map? • What have we learned here that can help us build, and retain, trust among those involved?

TOOL | ASSESSING READINESS

Pre-conditions: How to define your issue?

Convening a collaborative community change effort can be challenging. The White House Council on Community Solutions evaluated 12 Collective Impact initiatives. Through this research, they determined a set of five questions which community partners need to consider to help evaluate their readiness to embrace Collective Impact as the framework that makes the most sense for what they are trying to achieve.

These five questions can be used as a diagnostic tool for project leaders to identify areas where their work can be strengthened. It can also be used as an assessment tool with Boards and organizational partners to assess readiness to embrace Collective Impact as a framework. Experience suggests that if a group finds itself unable to say yes to at least 3 of these 5 questions, more groundwork may be needed to create shared readiness to embrace a full Collective Impact approach.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Invite people to complete the questionnaire below individually. This can even be done electronically. **(15min)**

COLLECTIVE IMPACT FRAMING QUESTIONS	STRONGLY DISAGREE 1	DISAGREE 2	NEUTRAL 3	AGREE 4	STRONGLY AGREE 5
Do we aim to effect —**needle-change** (10% or more) on a community-wide metric?					
Do we believe that a **long-term investment** (3-5+ years) by stakeholders is necessary to achieve success?					
Do we believe that **cross-sector engagement** is essential for community-wide change?					
Are we committed to **using measurable data** to set the agenda and improve over time?					
Are we committed to having **community members as partners** and producers of impact?					

2. Tabulate and share the results of the responses. Use the responses as a starting point for more in-depth discussion and understanding.
3. For further discussion you may want to look at the risk and rewards. To what degree will we benefit from the rewards or be challenged by risk? This section of the tool will be outlined below, but a printable version can be accessed in full through the Tamarack Institute to allow you to fill out the assessment matrix. Consider the following:

   Reputational Impact: Will our organizational reputation be enhanced or damaged by our involvement in this partnership or if the partnership fails?

   Loss of Autonomy: Are we comfortable if working collaboratively means that there may be less organizational independence in areas of joint work?

   Conflict of Interest: Are we prepared for times when our organization may be pushed to settle for an uncomfortable compromise or be required to support a policy which it does not agree with?

   Drain on Resources: Are we comfortable with the fact that partnerships typically require a heavy front end investment (of time and human capital) in advance of any return?

   Implementation Challenges: Are we prepared to continue our involvement in the face of challenges (such as moving from planning to implementation)?

TOOL DEBRIEF

If you have consensus on fewer than three of the five questions, it is likely that you do not have the necessary support to undertake a full Collective Impact approach. However, the results can be useful in informing and focusing your community education and engagement efforts.

SOURCES

White House Council on Community Solution's Community Collaboratives Toolbox

TOOL | ASSESSING COLLECTIVE IMPACT RESOURCES

Pre-conditions: Does your Collective have Adequate Resources?

One of the three pre-conditions of Collective Impact is Adequate Resources. Certainly funding is an important dimension of resourcing Collective Impact, however the resources needed for a robust Collective Impact effort also include: human resources, services, and goods. Below you will find two worksheets that will help your group to identify the resources that you have and the resources that you will need.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Together as a group, use the chart below to document the resources that you have and who provides them. **(15 min)**

HUMAN Seconding Staff, volunteers, research staff, etc.	**FINANCIAL** Money, donations	**GOODS** Office space, computers, etc.	**SERVICES** Media, video, website, financial management, etc.
HAVE	**HAVE**	**HAVE**	**HAVE**
WHO	**WHO**	**WHO**	**WHO**

2. Still in your large group, document the resources you will need to help support your group to be a successful Collective Impact initiative. **(15 Min)**

HUMAN Seconding Staff, volunteers, research staff, etc.	**FINANCIAL** Money, donations	**GOODS** Office space, computers, etc.	**SERVICES** Media, video, website, financial management, etc.
NEED	**NEED**	**NEED**	**NEED**
WHO	**WHO**	**WHO**	**WHO**

TOOL DEBRIEF

Debrief questions can include:

- What actions do we need to take based upon our analysis?

TOOL | MAPPING COLLECTIVE IMPACT ROLES

Pre-conditions: Does your Collective have Adequate Resources?

This worksheet is designed to assess how best to utilize the skills of your team, volunteers and partners. It also helps to identify human resource gaps and enable you to consider options to strategically recruit new talent. This assessment is very important at the start of a new initiative, but it is also valuable to undertake at key points during your Collective Impact journey.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. As a group, use the “Mapping our Collective Impact Roles” worksheet to document both the skills and resources that your team currently have in place and also the resources you will need to nurture the success of your Collective Impact initiative. **(15 min)**
2. Consider your current Collective Impact effort and determine any additional roles that could be added to assist the implementation your work. Add those roles to the bottom of the worksheet under the other category. **(15 min)**
3. Add the names of individuals and/or organizations now engaged in a collective impact initiative who could potentially fill the roles identified on the worksheet. **(15 min)**
4. Assess your team’s current strengths and weaknesses and develop strategies to help you fill leadership gaps in your collective impact effort. **(15 min)**

Your team should consider the roles that need to be filled to successfully implement your plan. Assess your current strengths and weaknesses and brainstorm strategies to engage and recruit candidates to fill needed gaps. Be sure to think long term, not just for a single year.

An example of the “Mapping our Collective Impact Roles” worksheet is included below. A printable version is available through the Tamarack Institute.

	STEP #1		STEP #2	STEP #3
ROLE	CURRENT STRENGTHS What do we currently have?	CURRENT WEAKNESSES What do we currently need?	WHO CAN FILL THIS ROLE?	NEXT STEPS
Convener				
Steering Committee				
Data Provider & Analyst				
Early Investor				
Collaborative Member (Inc. Lived Experience)				
Working Group Member (Inc. Lived Experience)				
Community Champion				
STEP #2 Other Roles?				

TOOL DEBRIEF

Using the completed tool, create a plan that will help your group to identify roles fill in the gaps that you have.

TOOL | ESTABLISHING VALUES AND PRINCIPLES FOR WORKING TOGETHER

Agreeing upon a core set of values and principles for collaborative efforts can be incredibly useful when the collaborative group has to deal with conflict. This core work should be done early when the group is forming, and can save time over the course of the collaborative when sticky situations arise. Values and principles can be used to drive decision-making and can shape the collaborative culture.

Values are social norms – they are personal, emotional, subjective and arguable. Principles concern human behaviour and govern how people work together. Values and principles can be woven together to create a core document which will govern the collaborative effort.

This four-step tool will help collaborative groups understand the importance of values and principles, build an approach to considering values and principles, create their values and principles document, Access resources to help this conversation.

TOOL HOW-TO

Articulate the Values

Most collaboratives will identify 4 – 6 core values that they want their collaborative to operate under. There are countless types of core values and it is important to identify those core values which are best suited to the outcomes of the collaborative effort. It is natural to want to include a long list of core values, but limiting the selection will help focus the shared mission or common agenda without becoming too distracted. Below is a list of core values to consider:

Equity	Commitment	Respect
Inclusion	Open-Mindedness	Courage
Transparency	Innovation	Learning
Fairness	Creativity	Service to Others
Responsiveness	Compassion	Environmentalism
Dependability	Positivity	Consistency
Efficiency	Optimism	

Identify the Irrational Rules, Policies, and Procedures

While this might seem counterintuitive, identifying the rules, policies and procedures that have a negative impact on morale or create unnecessary obstacles to working together can help the group identify how they do not want to work together. This can be a fun step as individuals will identify what has irritated them in the past.

Toss out the rules, policies and procedures which will take the collaborative away from achieving their outcomes.

Develop the Principles

The guiding principles should spring from the values the group has selected. The principles should define how the collaborative expects the members of the group to behave or work together.

For example - Equity: Our collaborative effort will include and involve individuals directly impacted by the issue we are trying to resolve. Their voices and experiences will be valued and inform our decision-making processes.

Developing a set of core values and principles to govern your collaborative process involves conversation and connection. Be sure to build in enough time to dive into this conversation and hear all voices in the room. Values and principles build the collaborative culture and are instrumental for high performing groups.

Apply the Values and Principles

A practical strategy for applying the values and principles is to review the most recent decisions made by the collaborative table. Have the group reflect on whether these decision processes reflect the values and principles statements. To what degree were the decisions consistent with the values and principles? What changes can be made?

In future decisions, events or strategies, use the values and principles as a lens for decision making. Here are some core questions for collaborative groups to consider:

- Are these events, strategies and decisions consistent with our values and principles?
- How will this decision impact our collaborative efforts and outcomes in one, three or five years?
- What is the possible impact this could have on how our collaborative members behave and feel about our collective efforts?

Adapted from Source: Four Steps to Creating Principles and Building a High Performance Workplace

PRINCIPLES FOR USING THIS TOOL

- Build enough time into your process to have the values and principles discussion. You might want to consider dedicating a meeting to this conversation.
- Make sure that all voices in the room are heard and considered. If your group is large (over 10 participants), you might want to break into smaller groups to engage everyone.
- Follow all the steps in the process. You will learn what is important to individuals and what is not.
- Document the process. This will provide a good orientation for individuals who might join the collaborative later.

- Apply the values and principles to this process and ask, were we consistent in our approach?

THE TOOL IN PRACTICE

The Collective Impact Forum has identified values and principles for Collective Impact efforts. These Principles of Practice provide a great starting point for collaboratives.

Do not adopt these principles without first having a discussion about their relevance to your Collective Impact work. It is important for the collaborative table to have a discussion about the values and principles which are important to them. If you skip this step, it will be more difficult to apply the values and principles when a conflict arises.

- Collective Impact Principles of Practice

TOOL | STAKEHOLDER ENGAGEMENT WHEEL

The Stakeholder Engagement Wheel is a useful way to engage attendees at a workshop or consultation to quickly and easily provide you with input regarding their own desired level of involvement in the opportunities and work of your group going forward.

The wheel is sub-divided into slices to represent the priority areas or ideas that your group is exploring, and it also includes rings to indicate increasing levels of involvement. Plot the ideas around the wheel, and then ask participants to indicate how involved they would like to be for each of the priority areas identified.

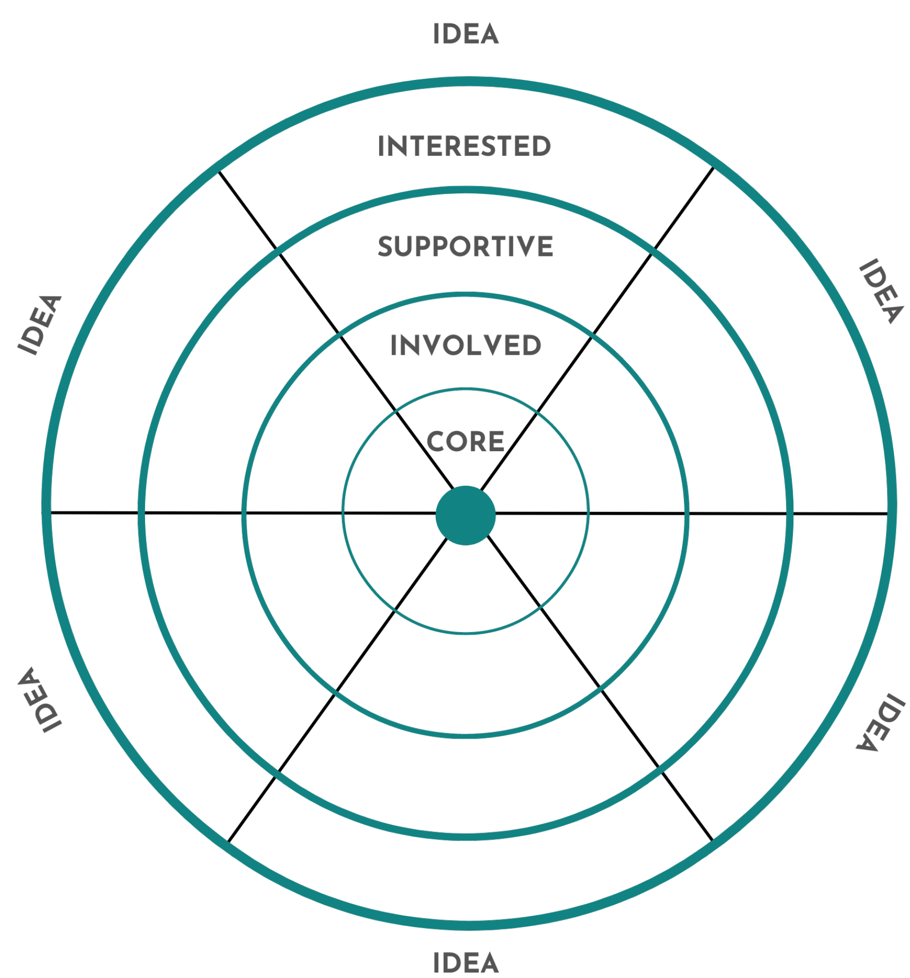
It can be most useful to introduce this tool after participants have had an opportunity to identify concrete and specific opportunities for action to advance a strategy. For example, ask that they, “Identify the 3-5 high leverage strategies for this priority area within the next year.” A prioritization exercise such as *dotmocracy* can be used. People tend to be more comfortable placing themselves on the stakeholder wheel when they have a fairly concrete sense of the potential focus of work for the various groups.

The original tool included a printable worksheet, complete with a diagram of the Stakeholder Engagement Wheel itself. The diagram has been included below, but readers are encouraged to access the full resource through the Tamarack Institute if they are interested in this exercise, in order to fill-in or print the full version.

TOOL HOW-TO

Time Required: 5 minutes for set up, and 5 minutes to complete

- Ask people to place a dot (or dots) on the wheel to indicate the level of involvement they would like to have in the continuation of putting the ideas explored today into action.
- Take a few moments to summarize at a high-level how each level is defined and remind them to reference the descriptions
- If possible, list and describe the priority areas for action on the back of the worksheet
- Tell people that they are welcome to place more than one dot on their wheel, to represent different levels of involvement for different aspects of this project's work
- Remind people to be sure their name and contact info is written on the bottom right corner so that others know how to get hold of them in future



3. COMMON AGENDA

There are a number of factors to consider when diving deeper to build a common agenda for your community issue. These include:

- Understanding the prior history of collaboration in your community
- Determining whether the issue is pressing
- Understanding what data is required and who has the data relevant to the issue
- Understanding your community context (community system)
- Building a core group of interested individuals
- Recruiting an influential organization to convene community conversations
- Developing a broader community engagement strategy

Beyond a shared vision, a common agenda includes not only a definition of a shared issue that partners across multiple sectors intend to address together, but it also includes the partners' shared understanding of that issue; and their agreed-upon approach for how best to address it. Many inspiring common agendas have an aspirational quality in how they are ultimately articulated.

Key elements that are incorporated into a common agenda statement include:

- A Description of the Problem (Informed by research)
- Clear (ideally measurable) Goal for Change
- A Portfolio of Strategies that focus on driving large scale change
- A Set of Principles that guide the group's behaviours
- An Approach to Evaluation that frames strategy for receiving and integrating feedback

TOOL | COMMUNITY VISION FOR CHANGE

A common agenda includes not only a definition of a shared issue that partners across multiple sectors intend to address together, it also includes the partners' shared understanding of that issue and their agreed-upon approach for how best to address it. Many inspiring common agendas have an aspirational quality in how they are ultimately articulated.

A shared vision answers the question: What do we want to create? A vision creates a sense of commonality, builds trust amongst people and gives coherence to diverse activities. When truly shared, visions spark energy, creativity, and inspire innovation and risk-taking. The most powerful visions reflect many people's personal visions.

The process of building a shared vision is important and the time spent thinking and talking about it is as important as what is finally written down. This is because the process of articulating and exploring one's vision enables people to build shared meaning about what's important and why. It also allows them to develop a common identity and sense of common purpose.

TOOL HOW-TO

1. Ask people to draft their own personal vision – words or images – whatever comes to them. If possible, draw using a large piece of paper, or a whiteboard**(15 min)**

   i.e. My vision is to create a community that…

2. Invite people to pair up and share their visions with each other, listening for commonalities and also unique elements that inspire them. **(15 min)**
3. Invite the whole group to share key elements of their shared visions. If possible, draw your community vision using the key elements on a large piece of paper, or a whiteboard. **(20 min)**

   i.e. Our vision is to create a community that…

4. Based upon this vision, invite people to identify and prioritize important community changes that are needed that would make their vision a reality. **(10 min)**

   Consider the following types of changes - describe priorities within each, and rank the types or categories of change in order of priority :

   Systems

Institutions or Organizations
Resources & Resource Flows
Relationships

TOOL DEBRIEF

After people's individual visions have been shared, ask the group to reflect on the following questions:

- What are the common elements that unite our individual visions?
- What unique ideas did you hear in other's visions that inspired you?
- Is there anything within what you've heard today that you *could not* support?

TOOL | SCOPING OUR WORK

What's In and What's Out?

This tool will help your collective to think about clarifying, and reaching agreement on the scope and reach of your Collective Impact initiative. It is important to remember, that from time to time it might be necessary and or important to revisit, challenge or re-affirm your original scope. (I.e changing community environment, or unexpected opportunities or challenges). The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Hand each participant a copy of the tool and have them identify things that they know for sure are either in, or out of their current scope of work. Alternatively, you can create headings on a wall and invite participants to use post-it notes. **(10 min)**

   The printable version of the tool prompts learners to scope the following:

   Beneficiaries or Targets
   Geography
   Timeline
   Activities and Outcomes

2. With the whole group, review the aspects of your scope that still remain unclear, and generate a list of questions or potential information and data sources that could help you confirm these. Brainstorm potential sources for the missing information and/or data. **(15 min)**

3. Generate a to-do list of what data or information needs to be collected, who will do it, and by when. **(10min)**

TOOL DEBRIEF

After people's individual visions have been shared, ask the group to reflect on the following questions:

- What are the common elements that unite our individual visions?
- What unique ideas did you hear in other's visions that inspired you?
- Is there anything within what you've heard today that you *could not* support

TOOL | COMMON AGENDA PLANNING CANVAS

This tool will help your collective get greater clarity about the shared issue you want to address. Whether you use this tool individually or as a group, discuss the six boxes on the tool. Make sure that you debrief with your collective after completing the tool.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section. More than any other tool included, we recommend that you download the full tool to take advantage of the canvas' full potential.

TOOL HOW-TO

1. Invite a diverse group of stakeholders to have a dialogue on the various components of the Common Agenda Planning Canvas. Capture insights, questions and points of consensus, including:

   Pre-Planning: Relevant Data, Ongoing Work
   Strategy Development: Assumptions, Influential Factors, Community Needs Assets, and more
   Engagement: Government, Community Stakeholders, Other Stakeholders

2. Inspired by the dialogue and ideas on your Common Agenda Planning Canvas, draw a picture to illustrate your group's initial thinking regarding your common agenda
3. Share your illustration with various stakeholders representing a diversity of perspectives and capture their ideas and feedback. Expect to go through several iterations of your Common Agenda before you feel confident that a consensus is emerging.

TOOL DEBRIEF

Possible debrief questions include:

- What are the implications for your team in working through this Common Agenda Planning Canvas?
- What assumptions are we making about our Common Agenda that we will be testing and/or learning more about as our work unfolds?
- What else do we need to know to be able to build our common agenda?

4. SHARED MEASUREMENT

A rigorous commitment to identify and track your progress against an agreed-upon set of shared measures is one of the defining features that distinguish Collective Impact from other forms of collaboration. Beyond agreement on some small number of population-level indicators that your Collective Impact effort intends to impact, the condition of shared measurement also implies that the Collective Impact initiative has established systems for gathering and analyzing data regularly. Further, there are established processes in place that provide those engaged in the implementation of a Collective Impact effort to "make sense" of changes in indicators, and what the implications of that sense-making are for our strategy.

TOOL | SHARED MEASUREMENT MAPPING

Collaborative community change efforts are distinct because they involve many partners, engaged at different levels, working toward a shared outcome and measurable progress on a complex issue like poverty or infant mortality rates. Knowing that it can sometimes take more than a year to demonstrate impact on a population-level indicator, it is important for leaders to also consider how other measures can be identified and regularly monitored as "milestones" that demonstrate progress on the journey towards, longer-term, population-level change.

This Shared Measurement Tool can be used to generate an initial set of benchmarks or targets for the work of your collaborative. The Outcomes Diary Tool, another Collective Impact Tool, offers a simple and effective means of monitoring and reporting on our identified indicators of progress.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Using your Common Agenda as a starting point, individually or in small groups, brainstorm the measures your collaborative would be demonstrating if you were making progress on your issue. **(20 min)**

2. Use the measurement worksheet to identify benchmarks for the various progress measures you might monitor to illustrate your progress towards the population-level change your Collective Impact initiative is ultimately striving for. The full worksheet can be found at the Tamarack Institute, but an example is provided below. **(20 min)**

PROCESS # Of people/orgs at table # of presentations, articles, etc	**PROGRAMS** # Of people served # of new initiatives Funding Leveraged, etc
POLICY Policy changes at own or other organizations, new investments, government policy changes, etc	**POPULATION** Ultimate Outcomes: # of changed lives (e.g. # of high school graduations, # of jobs created)

TOOL DEBRIEF

Generate criteria for assessing potential benchmarks or targets. These might include:

- Correlation to population level impact, ease of monitoring, etc.
- Dialogue and agree on a set of benchmarks to monitor regularly.
- Agree upon a process to collect, analyze, make sense of, and share results of these measures regularly.

TOOL | OUTCOMES DIARY

How do we know we are making an Impact?

Community change efforts can be compared to a snowstorm. There are many individual flakes of activity but they are difficult to distinguish once the snowstorm has finished. An Outcomes Diary tool can help you track both individual snowflakes and the cumulative results, and is best suited to a Collective Impact approach where many partners are moving several priorities forward all at the same time.

The outcomes you will be tracking are defined as *the benefits or changes for individuals (or populations) after participating in your Collective Impact initiative's activities*. These can include:

- new knowledge
- increased skills
- changed attitudes
- improved job status/income
- improved health
- etc.

Be as specific as possible in the diary including dates, numbers impacted and/or results. The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

- Work with your Collective Impact team to identify the specific benefits or changes you want to monitor. **(On going)**
- Educate all community partners in the outcomes we want to track and the importance of providing as much detail as possible re: numbers, dates and/or results and agree on a tracking schedule. **(Weekly, Monthly, etc.)**
- Using the full tool to establish a process or system to collect the information you need. Then consolidate results received into a spreadsheet to help keep track of all the great work. **(Weekly, Monthly etc.)**
- Remember to develop and share your results from the Outcome Diary and share it regularly with key partners and community members. **(Quarterly reporting)**

TOOL DEBRIEF

Possible debrief questions include:

- Who will assume responsibility of issuing reminders for outcomes diary entries from all partners?
- Who should contribute to the diary?
- How frequently should Outcome Diary Results Reports be developed and shared?

TOOL | MOST SIGNIFICANT CHANGE

The Most Significant Change (MSC) technique is a form of participatory evaluation. It is participatory because many project stakeholders are involved both in deciding the sorts of change to be recorded and in analyzing the data. It is a form of monitoring because it occurs throughout the program cycle and provides information to help people manage the program. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the Initiative as a whole.

Essentially, the process involves the collection of significant change (SC) stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. The designated staff and stakeholders are initially involved by 'searching' for project impact. Once changes have been captured, various people sit down together, read the stories aloud and have regular and often in-depth discussion about the value of these reported changes.

When the technique is implemented successfully, whole teams of people begin to focus their attention on program impact.

We encourage you to explore further resources on the Most Significant Change process below:

- The Most Significant Change Technique – A Guide to its Use by Rick Davies and Jess Dart
- Most Significant Change – A web-based resource
- Canadian Evaluation Society – Most Significant Change Web Resource

TOOL HOW-TO

When not to use the tool:

- Organizations want to only capture the expected change
- Organizations which only want the good news stories for public relations
- Where the program evaluation is already completed
- When the organization only wants to understand the average experience of participants
- When an organization needs to produce a report for accountability purposes
- When a more inexpensive evaluation is adequate for reporting purposes

When to use the tool:

- In programs that are complex and produce diverse and emergent outcomes
- In large organizations with numerous layers
- Initiatives that are focused on social change
- Initiatives and organizations that are participatory in nature
- Initiatives which have repeated contact with stakeholders over time
- Initiatives which are struggling with conventional monitoring systems
- Initiatives which have highly customized interventions for a small number of beneficiaries

10 Steps for MSC Implementation

Source: http://mande.co.uk/docs/MSCGuide.pdf

1. **Raise interest amongst key stakeholders and get their commitment to participate**
2. **Define the domains of change**
   What has broadly changed in people's lives?
3. **Determine the reporting period**
   Over the past year, six months, three months etc.
4. **Collect the significant change stories from participants**
   During the last six months, in your opinion, what was the most significant change that took place for participants in this program?
5. **Select the most significant stories. Every time stories are selected, record criteria used to select them**
   From among the stories selected, what do you think was the most significant change of all?
6. **Feedback the results of the selection process. Include stakeholders to review the process, stories selected and assess the domains of stories**
   From among the stories selected what do you think was the most significant change of all?
7. **Verify the stories**
   Who told the story? Who captured the results? When and where did the story take place?
8. Quantify the results

9. Conduct a secondary or meta-monitoring analysis
10. Revise the system based upon lessons learned

TOOL | MOST SIGNIFICANT CHANGE

A Data Walk is a powerful process for engaging diverse stakeholders in a shared sense-making process around data. Created by The Urban Institute, Data Walks are an interactive way of sharing data and research with stakeholders.

The process focuses on data sharing as the platform for multi-sector collaboration. During a Data Walk, community residents, service providers and other stakeholders review data presentations in small groups, interpret what the data means, and collaborate to use their respective knowledge and expertise to advance community change. It's a process that can be used whether or not the stakeholders have been involved in your initiative from the beginning.

Using this tool will help you:

- Build knowledge and data capacity
- Engage and empower residents
- Encourage dialogue and mutual understanding with diverse perspectives
- Affirm the lived experience of context experts

TOOL HOW-TO

An effective Data Walk takes time and requires careful planning with consideration. These include:

1. **Be Clear About Your Goals**
   It's important to be clear about why you are hosting a data walk and what you want to learn from it.
2. **Who Needs to Participate?**
   To encourage rich dialogue and foster shared understanding Data Walks work best when there are a diverse mix of people/perspectives. Including community residents is particularly valuable.

3. **Establishing Shared Agreements**
   To "set the stage" for the Data Walk it is important that participants understand the goals

of the process; a bit about how the data was chosen; and, how the insights they share will be used.

4. **Your Venue**
An ideal venue to host your Data Walk is somewhat dependent on the number of data points you are choosing to feature (ideally no more than 4-6 data points). Each data point is set up as its own "station" that includes large posters of the data and 1- 3 dialogue questions that used clear, simple language. Each station should be far enough apart that the small groups visiting each station can hear one another speak.

5. **Choosing the Data to Profile**
The intent of a Data Walk is not to offer a comprehensive overview of ALL available data – but rather to profile a small number of data points that are most pertinent, are likely to generate rich dialogue and are helpful in fostering a more nuanced understanding of priority issues. It is also important to offer State and/or National comparators for each piece of local data if possible as this helps to create more context.

6. **Determine Data Dialogue Questions**
Each "data station" also includes 2 or 3 discussion questions written in simple language. The first question is often aimed at generating people's initial reactions (both positive and negative). At least one question should also invite further reflection and exploration.

Principles for Creating a Data Walk

Below are 5 principles to ensure your Data Walk is well-facilitated:

Ensure Diversity in the Small Dialogue Groups – To ensure rich dialogue, and foster connections across sectors, it is important for facilitators to ensure that each small dialogue group has a good mix of different perspectives. Small groups should ideally be between 8-10 participants to balance diversity with offering all a chance to speak at each station.

Keep Visits to Each Data Station Brief – Visits to each data station should be approximately 5-10 minutes in length. This ensures enough time for dialogue and sensemaking but decreases the likelihood groups will move too quickly to finding "solutions." Use Comparator Data at Each Data Station – Comparable State and/or national data should be used to help provide context for each local data-point being presented.

Encourage Small Groups to Capture Initial Thoughts and Insights – Use Post-it notes at each station to capture and share participants' initial insights from each small group

Include Time for Reflection and Action Planning – After visiting each Data Walk Station, small groups should have a chance to reflect together about the entire experience and consider opportunities for action, which can then be shared with the whole group.

The Tool in Practice

Rockford Illinois used the data walk process to create deeper, shared understanding of the issue of 3rd Grade reading success in order to build a common agenda – across multiple sectors – to achieve this key educational milestone. The Data Walk held during a recent Rockford community meeting proved to be a valuable opportunity to spark learning and understanding across diverse perspectives.

At each data station the information sparked rich conversations and generated insights as a variety of different perspectives were shared. This in turn allowed all participants to experience first-hand the value of working together across a diversity of perspectives.

To learn more about Data Walks, explore the following resources:

- Download Data Walks: An Innovative Way to Share Data with Communities, by The Urban Institute
- Read Rockford's Data Walk On 3rd Grade Reading, a case study by the Tamarack Institute

5. MUTUALLY REINFORCING ACTIVITIES

Mutually reinforcing activities are the program and services that are delivered which contribute to achieving the intended impact of your Collective Impact effort.

This Collective Impact condition includes: agreement on key outcomes, identifying opportunities for orchestration and specialization in the programs and services offered, and considering how complementary programs and activities might sometimes work to align on strategies to achieve outcomes. By creating a shared understanding of the programs and their design, it becomes possible to consider:

- Whether refinements in the design of existing program and services could better support achievement of our intended impact
- Whether existing programs delivered by different providers can be better linked or aligned
- Whether there are gaps in the program and service delivery continuum that could be created to better achieve our CI intended impact

The resources in this section focus on how to align the resources across the engaged partners into an initial theory of change that your partners believe will enable the collective to achieve a common agenda.

TOOL | EXISTING PROGRAMS AND SERVICES INVENTORY

How do we complete an inventory of programs and services?

This tool provides a quick and easy way to engage community partners in helping to generate a current inventory of programs and services related to your issue.

TOOL HOW-TO

- Identify key priority areas within your Collective Impact effort, write them on sheets of paper and post them on a blank wall.
- Provide post it notes to participants and invite them to think about the projects or activities that their organization is delivering or projects that you are aware of in the community that contribute to the Collective Impact effort. Write the name of the program or activity on a post-it. **(15 Min)**

  Each post-it should have:

  The name of the activity or program
  Your own name and email address (in case people want to know more)
- Post the post-it notes under the appropriate heading on the wall. Effort should be made to cluster duplicate post-it together. **(15 Min)**
- Compile and offer to share this inventory with all participants.

TOOL DEBRIEF

Invite participants to view what's been posted on the wall:

- Look at all the work we are currently doing. What might be possible if we could better coordinate and align this work?

TOOL | ASSESSING OUR COLLECTIVE IMPACT ACTIVITIES

How do we engage partners in the inventory of programs?

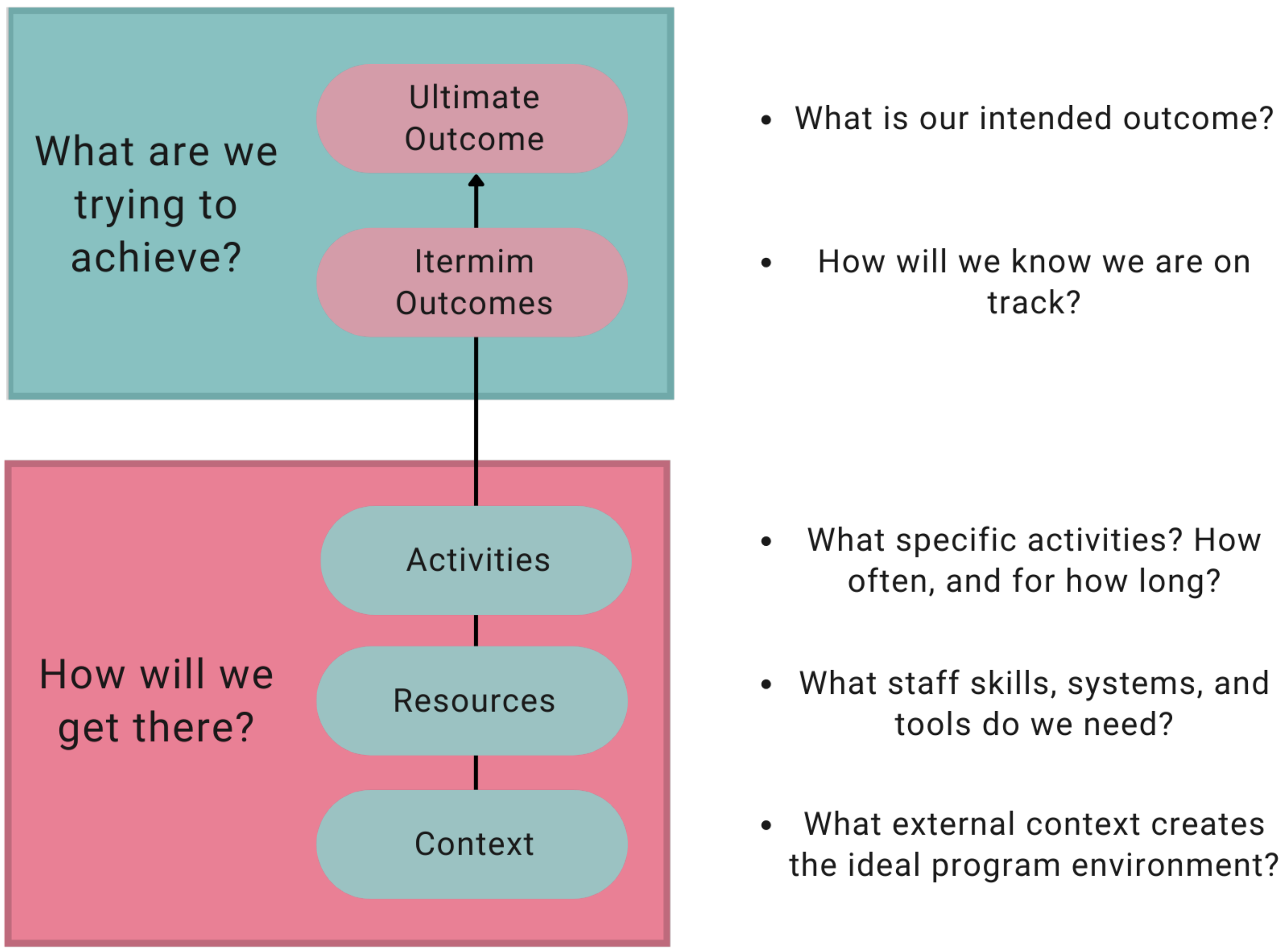
This tool enables groups to describe the activities that they will undertake to ensure that they are achieving their intended impact. Ultimately, the group will be asked to draw a picture that can simply and easily convey their work – intended impact and priority activities – in a single drawing. Groups will then post their pictures and invite others to provide initial feedback on their thinking so that it can be further refined.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

Below is an overview of the tool process, and the items included in the *Designing Your Mutually Reinforcing Activities* worksheet.

Think about the emerging Common Agenda and consider the following elements:



1. Form small groups– either all focused on the entire Collective Impact effort – or self-selected around key priority areas. Each group will have a large sheet of blank paper, markers and post it notes.
2. Each group will work through the core questions in the *Designing Your Mutually Reinforcing Activities* worksheet, and then draw a picture to illustrate their priority activities to achieve their intended impact. **(30 Min)**

   Ultimate Outcome
   What is our intended impact?

   Interim Outcomes
   How will we know we are on track?

Activities
What are the specific activities that we will undertake?
Who leads each of these activities?
How long?
How often?
For Whom?

3. Draw a road map of how you will achieve your intended impact. Take into consideration your Common Agenda and Shared Measurements.
4. One person from the group should stay with their picture (the other members move to a new group) to describe and animate it for others who review their initial work. Visitors provide their feedback (1 comment per post it) to the group's picture and post it on the feedback matrix where appropriate. **(15 Min)**

   Use poster paper and divide it into four sections — Use post it notes to document your response to each area:

   What I like about this is…
   What I would improve is…
   Questions I still have…
   New ideas this gives me…
5. Group members return to their picture, review the feedback received, and revise. **(15 Min)**
6. Group identifies three recommendations for initial actions that they would recommend are needed to begin to put their proposed strategy into action. **(15 Min)**
7. Each small group shares its three recommendations for initial action out to the whole group. **(15 Min)**

TOOL DEBRIEF

Debrief questions can Include:

- Are there any recommendations for action that we could not support?
- Consider using the Stakeholder Engagement Wheel to enable participants to self-identify their continued involvement in implementing Collective Impact activities.

6. CONTINUOUS COMMUNICATION

The fourth condition of Collective Impact is continuous communication which includes the need to establish formal and informal mechanisms for keeping people informed about the progress and key milestones of a Collective Impact effort.

Beyond defining the appropriate communication pathways and vehicles, this condition also encompasses the need to ensure that the work of the Collective Impact initiative is communicated openly to diverse audiences, and therefore, utilizes a range of communication styles.

A comprehensive communications strategy for a Collective Impact effort encompasses:

- Establishing structures that facilitate effective communication between Collective Impact initiative partners – including practices that ensure difficult issues within the initiative are discussed and addressed
- Considering the needs of the Collective Impact initiative's partners to communicate about its work within their own organizations and networks
- Keeping the public informed and engaged in the Collective Impact initiative

TOOL | THE 4 M'S OF EFFECTIVE COMMUNICATIONS

How do we develop an effective communication strategy?

This tool is designed to help you to map out the most effective approach to continuously communicate about how your Collective Impact plan is evolving; the progress that is being made on moving forward the shared measures; and also how best to share lessoned learned with one another.

The 4 M's of Effective Communications are:

1. Message – What action(s) do we want this person to do?
2. Member – Who is the target of this message?
3. Method – What communications tool(s) will work best?

4. Moment – When is the best time to convey this message?

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

Using the *4 M's of Continuous Communications* worksheet, work Individually or with your Collective Impact partners and fill in the sheet. Provide examples for each of the following questions or categories below:

Messages
What do you want this Member to know?
What action(s) do we want this person to take?

Members
Who is the target for this message?

Method
What communications tool will work best?

Moment
When is the best time to convey this message?

TOOL DEBRIEF

Debrief questions can Include:

- How will we know that our communications are having their intended impact?
- Are there specific calls-to-action that we want to include within our communications?

TOOL | KEY MILESTONE REPORT

How do we map our progress?

One of the core challenges of Collective Impact is ensuring that all partners are informed about the multiple ways they can be engaged and contribute to the progress that is being made across the different activities.

Some partners may be engaged via the strategic leadership team, some may be engaged in supporting working groups, others may contribute to the CI initiative's mutually reinforcing activities as part of a sub-group.

Continuous communication is a critical condition of Collective Impact. Its aim is to maximize engagement across the collective efforts and ensure that all partners understand how their individual efforts are contributing to the collective results.

The Mapping the Progress document should provide a high level account of the process and progress the collective impact initiative has made since its inception. The goal of this document is to: provide current and new members with an overview of the key framework, decisions and progress that has been made. The Mapping the Progress document is a living document that should be revised as the Collective Impact initiative evolves over time.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

Use the *Mapping the Progress* worksheet with your Collective Impact partners and fill it in. It is best to update the sheet on a regular basis. **(Monthly)**

Provide descriptions of the activities, and the date they were accomplished, for the following areas to consider when mapping your progress:

- An overview of the initiative – why it was initiated?
- The research which informs this collective impact effort
- The key strategies in the collective impact process:
    - engagement of partners
    - early awareness of what the initiative is seeking to achieve
    - key decision points,
    - etc.
- Significant Achievements, Pressures or Opportunities
- On-going Implementation strategies
- What is your common agenda?
- Other items relevant to the Collective Impact initiative

TOOL DEBRIEF

Debrief questions can Include:

- How are the Collective Impact efforts going?
- Is there anything that needs to be changed?
- Are there any gaps in the information?

TOOL | COLLECTIVE IMPACT JOURNEY MAP

The early phases of a collective impact journey are often focused internally on developing the leadership team, connecting with the community about the issue and developing the common agenda and strategies for moving forward. A collective impact journey map is a great tool for collaborative tables to both articulate and track their progress through the early phases.

The CI Journey Map can be a very interactive process. It can be developed to both look back at the history of community collaboration around the issue and to look forward identifying the core steps in the collective impact process.

TOOL HOW-TO

1. **Uncover the Truth**
   Reflect on your history - what has worked and what hasn't. What do we know about the issue? What do we need to know? Do we have the right people at the table to make an impact?
2. **Chart the Course**
   Develop your map. Collaborative synthesize key insights. Incorporate your history and your future path.
3. **Tell the Story**
   Visualize a compelling story that charts the path forward for your collective impact effort.
4. **Use the Map**
   Follow the map, make changes as you go, use the map to engage partners, community stakeholders and others in the collective impact effort.

You can find more resources on journey mapping below:

- Drawing Together, Liberating Structures
- Designing Storyboards, Liberating Structures

ENGAGING YOUR LEADERSHIP: KEY QUESTIONS TO CONSIDER

Looking Back

Most collective impact efforts are based on prior collaborative processes that have occurred in your community. Looking back questions to consider:

- Who was involved? Who lead the process? Which organizations were key partners?
- What were the key dates and key outcomes achieved?
- How will this history impact our collective impact planning process?

Looking Forward

Articulating what needs to be accomplished over the next few months is a great strategy for collective impact efforts to plan their path forward. Looking forward questions to consider:

- When will we build our leadership planning table?
- What do we need to build our common agenda (research, data, etc)
- When will we engage our community and what will this look like?
- What else do we need to consider?

TOOL | COMMUNITY ENGAGEMENT PLANNING CANVAS

Why are you engaging? Who are you engaging? How will you reach them? How will you know if it’s going well? This canvas will help you explore the critical considerations of an engagement process, allowing you to plan and share key information in one place for discussion and refinement.

The Community Engagement Planning Canvas will help you work through the main considerations when planning to engage any segment of your community. Use this as a space to reflect, generate ideas, and refine your thinking. It can also serve as a holding place or reference file to summarize the key information for each of your engagement initiatives.

It will help you:

- Focus on your goals of engagement before jumping into methods

- Connect theory and practice to frame engagement opportunities
- Walk through all major components of a planning process
- Think ahead to consider resource needs and evaluation questions

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section. More than any other tool included, we recommend that you download the full tool to take advantage of the canvas' full potential.

TOOL HOW-TO

The planning canvas can be used individually or within a team when thinking about why and how to engage your communities.

1. Always start with the *Why Engage* box. It is important to understand your purpose for engagement and list your goals before considering methods.
2. Move on to the other boxes in any order. Always refer back to your Engagement Goals to ensure the activities you design will meet your objectives.
3. Use the back of the canvas to map out the phases of your engagement. Be sure to indicate when you will close the loop with community members to thank them, share back what you heard, and let them know what will happen next.
4. Use the completed canvas to share your plans with other stakeholders for their thoughts and feedback.

The tool covers the following considerations:

Why Engage?
Defining your purpose using the engagement triangle
Outlining your specific engagement goals

Who?
What are the characteristics of the people we want to engage?
What qualifies them as someone we want to engage with, and what (if anything) might disqualify them?

How are you Engaging?
Defining the level of engagement on the engagement spectrum
Defining the methods of engagement

Resources Required
What things (staff, money, external supports, etc.) do we need to make this happen?

How will you evaluate?
Identifying both evaluation questions and their respective data sources

Gut Check
What's the benefit to the community?
How invested is the community in this topic?
What decisions have already been made?
Who is already working on this topic, or with this community?
How are we making this inclusive and accessible?

You can download the **full planning canvas through the Tamarack Institute**.

7. BACKBONE INFRASTRUCTURE

The backbone infrastructure of a Collective Impact effort is focused on six core roles. These are:

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

An in-depth study by FSG of successful backbones revealed that their value is unmistakable, and that they share strengths in guiding vision and strategy and supporting aligned activities. Backbones shift focus over time, and they need ongoing assistance with data. They build public will, and help to advance policy.

There are several misperceptions about the backbone. Common ones include that the backbone:

- Sets the agenda for the group
- Drives the solutions
- Receives all the funding
- Backbone can be self-appointed rather than selected by the community
- The role isn't fundamentally different from "business as usual" in terms of staffing, time, and resources

Often, but not always, the Backbone often serves as the fiscal sponsor for the organization establishing an effective collaborative governance structure. Backbones are there to support the work of the Collective Impact initiative.

The resources in this section focus on the essential structures and agreements needed to facilitate good coordination across the multiple partners engaged in your Collective Impact effort.

TOOL | COLLABORATIVE GOVERNANCE FRAMEWORK

There are six principles of Collaborative Governance:

Transparency and Accountability
Decisions take place in the public eye

Equity and Inclusiveness
All interests who are needed and willing contribute to solution

Effectiveness and Efficiency
Solutions are tested to make sure they make practical sense

Responsiveness
Public concerns are authentically addressed

Forum Neutrality
Different perspectives are welcome; the process itself has no bias

Consensus-Based
Decisions are made through consensus rather than majority rule

The core elements of collaborative structure and governance include:

- Working through a host/convener
- Managing overlapping roles in the governance structure
- A leadership group • A backbone organization with staff
- A fiscal/legal agent • Executive or Coordinating Committee
- Working Groups and/or Action Teams

There is no right way to establish a collaborative governance model. Models are shaped by the following factors: local context; member attributes; magnitude and pace of change desired; the style and spirit of the leadership; the group’s framework for change; the preferences of the convener or fiscal sponsor; and the flexibility and adaptability your initiative requires.

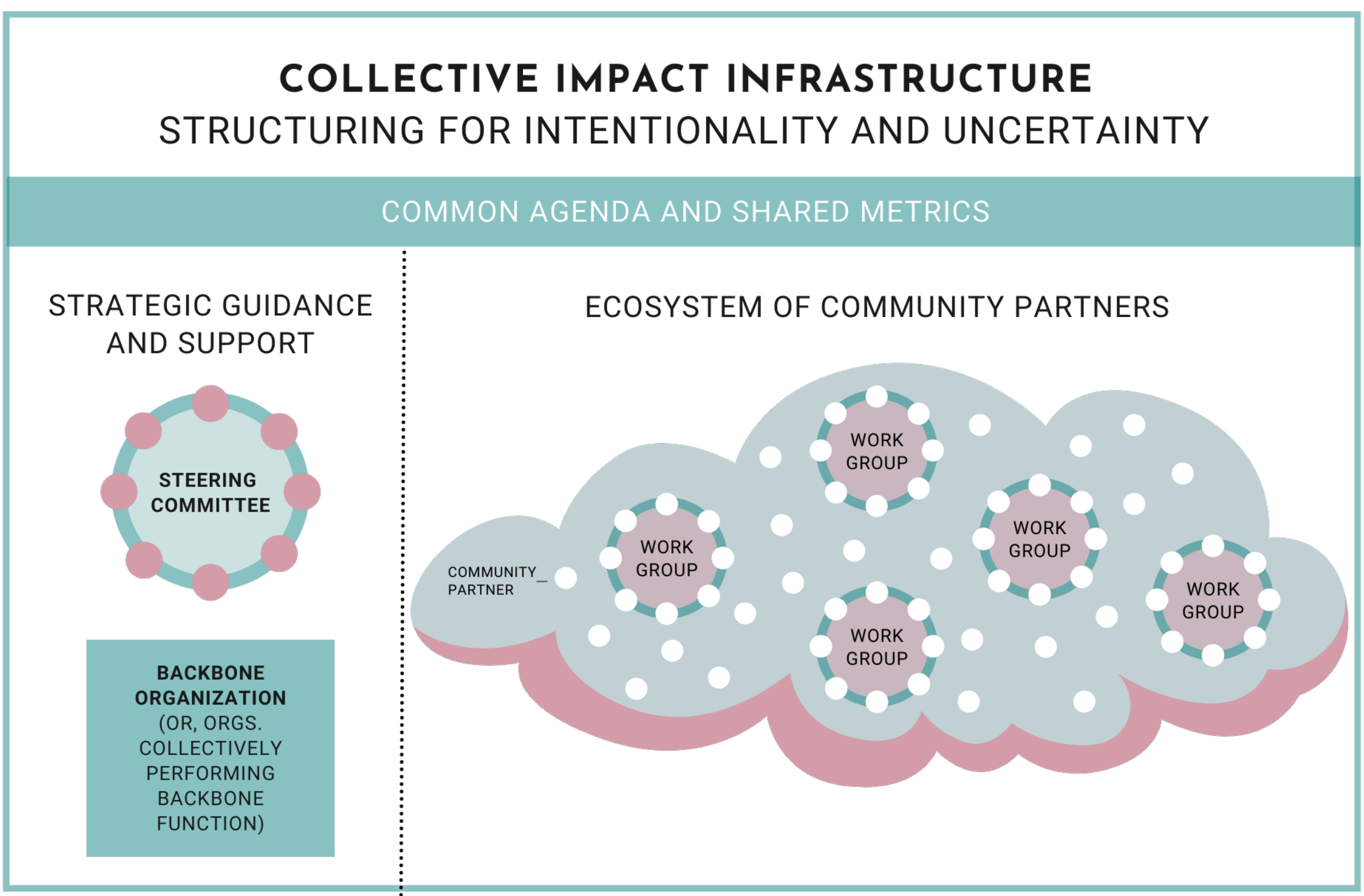
A good design for collaborative governance is one in which:

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal or organizational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-fulling, leading to greater ambition and capacity for the initiative

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Use the above information and the Collective Impact Infrastructure visual below to guide you and your colleagues to determine an effective leadership structure for your Collective Impact initiative. This visual was adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman.



2. Use the *Collaborative Governance Framework* worksheet to assess the strength and gaps of your initiatives governance structure and develop plan to address them. The worksheet encourages you to answer the following about each role **(20 Min)**

   Who can fill this role?
   Current Strengths
   Current Weaknesses
   Next Steps

   Roles:

Host & Convener	Backbone Infrastructure with staff	Working Groups or Action Teams
Managing Overlapping Governance Roles	Fiscal Agent	Citizen Engagement & Participation
A Leadership Group	Executive Committee	

TOOL DEBRIEF

Debrief questions can Include:

- What actions are needed based upon our reflection?
- Who will do what, and by when?

TOOL | COLLECTIVE IMPACT INITIATIVE BUDGETING

How do we create a budget?

Collective Impact initiatives benefit from generating their budget by engaging multiple funding streams. There is a considerable range in the operating budgets of them as well, and the budget requirements of any Collective Impact effort tends to evolve over time as the work of the initiative expands and grows. The following two examples provide a sense of the range in budgets of Collective Impact efforts and how each evolved over time.

Backbone organizations typically have multiple funding streams, including:

- Private Foundations
- Community Foundations

- United Ways
- Corporate Foundations
- Local Businesses
- Individual Donors
- Government Funding

TOOL HOW-TO

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section. The full version of the budgeting tool allows you to fill out a preliminary budget, and provides multiple examples for your convenience. Consider the following expenses:

Salaries
1 FTE Executive Director
1 FTE Facilitator/Coordinator
1 FTE Data/Operations Manager
0.5-1 FTE Admin

Support Benefits
At 20% of salaries

Professional Fees
Consultants
R&E
Recruiting
Data Collection

Travel and Meetings
Workshops
Events
Retreat

Community Engagement
Space Rental
Youth Stipends

Communications
Reports
Materials Design
Paid Media

Technology
In kind hardware
Software
IT

Office
In kind/paid rent
Utilities
Supplies

Other
Staff training
Miscellaneous

Total Expenses
Covered by grants and fees

TOOL | COLLECTIVE IMPACT INITIATIVE BUDGETING

How do we plan for human resources that the initiative may need?

This tool is designed to help you to assess and further develop your Collective Impact initiative's backbone support infrastructure. There are six core roles and responsibilities of backbone organizations in Collective Impact initiatives.

The six roles are:

1. **Guide Vision and Strategy** – This includes building a common understanding of the issue and; providing strategic guidance to develop a common agenda.
2. **Support Aligned Activities** – This involves ensuring, and monitoring, the mutually reinforcing activities that are taking place.
3. **Establish Shared Measurement Practices** – This involves tracking and monitoring agreed upon measurements.
4. **Build Public Will** – This work involves continuing to build consensus and commitment around your issue.
5. **Advance Policy** – This is about ensuring an aligned policy agenda is part of the Collective Impact effort.
6. **Mobilize Funding** – This work is focused on aligning public and private funding in support of the Collective Impact effort's goals.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

1. Engage the leadership of your Collective Impact effort to complete the *Backbone Support Worksheet* together. Consider convening influential community champions to provide input and offer recommendations for key individuals and/or secondments.

   Your team should spend some time thinking through who will fill, or share, these backbone roles. Identify **(a)** who can take these on, **(b)** your overall strengths and **(c)** weaknesses, and **(d)** your next steps. Be sure to think long term, not just for the brief timeframe of a single year. The roles include:

   Guide Vision and Strategy
   Establish Shared Measurement Practices
   Support Aligned Activities
   Build Public Will
   Advance Policy
   Mobilize Funding

2. When completing it, consider opportunities to share — or build redundancy — into key roles and functions. In more mature Collective Impact efforts, consider succession planning needs. **(20 min)**

TOOL DEBRIEF

Suggested debrief questions for this tool include:

- What are the current strengths and weaknesses within the current backbone infrastructure?
- Have we embedded adequate redundancy into essential backbone roles?
- How do we plan for succession?

7. BRINGING IT ALL TOGETHER

Now that you understand the five conditions of Collective Impact —Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Continuous Communication, and Backbone Support — It is time to put it all together into an action plan.

This chapter provides a framework for Collective Impact implementation. You'll use the work generated to synthesize a clear Collective Impact implementation action plan which you'll complete over the coming year.

TOOL | COLLECTIVE IMPACT YEAR ONE ACTION PLAN

How to put a Collective Impact Plan together?

Bringing diverse leaders together to agree on a common agenda and a common approach is often an iterative process. This tool will help your team to summarize the early thinking and enable your team to develop a clear, comprehensive action plan to refine the focus and continue to grow support for your Collective Impact initiative.

This tool will assist you in consolidating and assessing the current status of your Collective Impact initiative. Using the five conditions of Collective Impact, the Year One Action Plan will guide your team through the planning process. It will require your team to confirm the specific actions that are needed, to clarify and continue building support and build leadership for your initiative in order to achieve the needle-change impact.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

TOOL HOW-TO

Use the *Collective Impact Year One Action Plan* framework, working through each step.

1. As a leadership team, articulate your intended impact in a clear and measurable statement. **(20 Min)**

Our Desired Impact
Who are we trying to impact? What impact are we trying to create for them? When will we do this? How much impact will we have?

Our Intended Impact Statement
Our draft intended impact statement Is...

2. <u>Assess the 5 Collective Impact Conditions:</u> Together as a team, identify the gaps and priorities in your strategy with respect to each of the five conditions of Collective Impact. **(20 Min)**

   The full tool linked above includes a fillable chart, but we have outlined the items to work through below.

   For each of the following conditions, consider **(a)** gaps and priorities, **(b)** actions for months 1-4, **(c)** actions for months 5-8, and **(d)** actions for months 9-12

   Common Agenda
   Clarify Theory of Change and generate stakeholder co-ownership

   Refine and advance a **Shared Measurement** strategy & system

   Build a system of **Mutually Reinforcing Activities** to achieve your intended impact

   Develop a **Communicatio**n plan to move your Collective Impact work forward

   Build and refine **Backbone Infrastructure** to guide the Collective Impact work

3. <u>Articulate your Theory of Change:</u> As a team, articulate what actions you believe are required to achieve your intended impact. Where possible identify the individual and/or group that will be responsible for each action. **(15 Min)**

   What activities would your team like to explore this year related to your theory of change?

   What activities are required this year to achieve our desired impact?
   Who will be responsible for implementing these activities?
   When could the activities be done?

   Can you create a visual that describes your Theory of Change on a single page? Consider supporting your Theory of Change with a graphic or visual.

4. Information Gathering: Considering your Theory of Change, identify any outstanding information needs you have and how you intend to obtain it. Articulate a clear action plan, identifying who will be responsible for obtaining the information you need, and by when. **(20 Min)**

   Additional Information Required
   What additional information is still needed to develop and/or refine our Collective Impact strategy?

   How Will We Learn What We Need?
   What is our plan to obtain, and make sense of, the additional information we need to refine our strategy?

   Your Information Gathering Action Plan
   How will we collect the information we need and answer our key outstanding questions?

   What are the priority information gathering activities we need to focus on over the next 3-6 months as we finalize our plan? (One priority will be stakeholder engagement as outlined in Step #5)

   Who will be responsible for undertaking each information gathering activity?

5. Stakeholder Engagement: Identify other individuals and groups who have an important perspective on your issue. Determine how best to engage each group in helping to refine your Collective Impact Strategy. Develop an action plan to undertake this engagement: who will do what, and by when. **(15 Min)**

   The following questions are designed to help you explore how you'll collect the information you need in order to answer your key outstanding questions:

   Based on the major activities to be accomplished, who do we need to engage first?

   Why are we reaching out to this person/organization? What do we want them to do? (check your logic based on your Theory of Change)

   Who on our team is the best person to reach out to this potential partner?

TOOL DEBRIEF

Debrief questions can Include:

- What actions do we need to take based upon our analysis?
- Review your Year 1 Action Plan. Do you believe that it is doable and achievable?
- If the work of your Action Plan was completed, would it give your team the information you need to be confident in the strategy of your Collective Impact Initiative?

TOOL | COLLECTIVE IMPACT SELF-ASSESSMENT AND PLANNING

How do we assess our Collective Impact initiative

This self-assessment and planning tool can be a reference tool for each of the five phases of the Collective Impact process. This tool is based on FSG's *Phases of Collective Impact* document. It will enable you to assess your progress within the five core "components of success" needed to effectively sustain a Collective Impact effort. Within each of the core components, progress can be assessed across five phases of evolution that are typically seen in Collective Impact efforts.

The purpose of this tool is to help your collaborative leadership group to pause and take stock of where you are and the progress you have made in advancing your Initiative. Further, the tool can be used by your collaborative leadership group to consider what is needed to support the work moving forward. The graphic on the following page provides you with a holistic snapshot of this tool.

Together the "Governance & Infrastructure" and "Strategic Planning" elements of success focus on the work needed to design, implement and lead your initiative.

The "Community Involvement" element of success emphasizes your work to assess and consider the unique context within which your work will unfold over time.

Finally, the "Evaluation & Improvement" element of success is focused on how you intend to assess the progress, outcomes and impact of your work and make adjustments as required over time.

Use the tool to explore and consider the best plan for your collaborative leadership group to accelerate your effectiveness and momentum.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section. Given the nature of this particular tool, we greatly encourage you to engage with the full version. Key elements of the tool have been included below, but the full version's checklist format is a helpful tool for engaging with the subject matter in order to maximize its impact.

TOOL HOW-TO

For collaborative leadership groups, the planning tool includes check list for each of the five phases of the Collective Impact journey. The check-lists has been developed to provide concrete examples of activities within each component of success to provide prompts to help assess your progress and consider how the work may need to expand or change over time. The check-list is a starting point. Please feel free to add additional insights and signs of progress as needed.

Defining the Components of Success

Governance and Infrastructure

Description: This component is focused on ensuring that your group shares responsibilities and leadership; and, is clear about how – and who – makes decisions. The aim, when possible should strive for a consensus that is honoring of multiple perspectives.

Questions to consider: "Who are we? & How do we work together?" The focus of work for this element involves continually assessing the following questions

- What are the minimum agreements needed for us to work well together?
- What practices do we have to help us foster understanding and trust between us? (When disagreements arise, how do we address them constructively?)
- What structures are needed to enable us to work together well?

Goal: To agree upon how your initiative is best designed and led

Indicators of Success: There is clarity around how we work together.

- We have established adequate structures to support us in our work
- We have established a high degree of trust throughout our initiative
- We have determined a set of values and principles that guide our collective work

Strategic Planning

Description: This component is focused on ensuring that your group is clear about what we are trying to accomplish together and how.

Questions to consider:

- What is your group's aspiration?
- What can we accomplish together to change the circumstances for individuals impacted by this issue or problem?
- What are the key actions that must be taken to realize your aspiration?

Goal: To establish an action plan that outlines how – and who – will do what to realize your common agenda.

Indicators of Success:

- There is broad understanding and endorsement of your plan
- Regular and consistent progress is being seen and interest and involvement are growing
- The plan is regularly updated and refined using data and learning from the group's actions

Community Involvement

Description: This component is focused on ensuring that your group has engaged diverse perspectives to view your issue holistically.

Questions to consider: The focus of work for this element involves continually assessing the following questions.

- Who have you involved?
- Who else needs to be involved on this issue?

Goal: To ensure you understand your community's unique context; and, engage others to work with you to address it

Indicators of Success: Indicators of Success for this element include the following.

- There is shared ownership of an issue
- There is consensus on common agenda and sustain shared action to make it a reality

Evaluation and Improvement

Description: This component is focused on ensuring that your group has engaged tracking progress and using the data/information to adjust and/or make changes accordingly.

Questions to consider: The work of this element is focused on answering the questions:

- What is changing and are we learning?
- How are we changing policies, culture, norms and systems?
- What impact are we having?

Goal: To assess progress, outcomes and impact; and, to document and share learning

Indicators of Success: Indicators of Success for this element include the following.

- Learning is captured, used to refine action, and documented/shared
- Evidence of progress and impact is measured and communicated

The full version of the tool includes multiple checklists to help work through the self-assessment and planning process. Below is an example of the questions or items included in the Phase 1 checklist. Evaluate the following questions or items, checking off your progress as either **(a)** not started, **(b)** beginning/early stage, **(c)** making progress, or **(d)** ready for next stage.

Governance and Infrastructure

1. Leadership from multiple perspectives has been engaged to articulate a common agenda
2. Commitment from leaders of multiple sectors has been made to work together on the shared issue
3. Principles and practices guiding how we work together have been endorsed and are reinforced in practice

Strategic Planning

1. Partner organizations and community members are aware of our CI initiative and its common agenda
2. We have articulated a common understanding of our shared problem and it is informed by data
3. Clear goals and priorities for our common agenda are being identified

4. Partner organizations are willing to commit to working together, over time, to address this issue

Community Involvement

1. We have convened conversations with diverse voices and perspectives from multiple sectors
2. Partners and the community can understand and articulate the problem we want to address
3. Partners are sharing quantitative and qualitative data to inform our understanding of our issue
4. Partners feel a collective responsibility for the issue and generating results around it

Evaluation and Improvement

1. The importance of continuous and shared learning to the success of working collaboratively is understood
2. A shared agreement on how progress will be monitored and assessed is being developed
3. The consensus around a shared vision and common agenda is informed by data
4. Steering Committee and Backbone staff are thought-leaders and ambassadors for the initiative – building hope

Explore the full tool to access more checklists and resources.

TOOL DEBRIEF

After reflecting on your progress and considering the work required within each component to sustain healthy progress on your initiative. Use the information to set priorities and establish milestones for how your work will unfold across all four components of success for the coming year. Use the planning tool and work plan templates to capture these critical pieces of your collaborative process

SOURCES

FSG.org

TOOL | ECO-CYCLE MAPPING

Community change efforts are dynamic and typically unfold according to four phases. From our own work in collaborative community change, Tamarack recommends to think in terms of 3-5 year "campaigns" when planning your collaborative effort. Regular opportunities for learning and reflection need to be intentionally included into every phase of the change effort and deliberate thought and planning needs to be devoted to succession, renewal and sustainability.

Transitional traps are common as a collaborative effort moves from one phase to another in the eco-cycle. It is valuable for leaders to periodically come together and map their progress using the ecocycle – with a careful eye on the transitional traps.

The tool will be outlined below, but can be accessed in full through the Tamarack Institute, in a printable format with space to include answers and responses to each section.

The traps are outlined below:

Scarcity Trap

Description

- Too few resources to explore new ideas, so few or none take root
- Struggle to *birth* outcomes and support from broader community

Challenges

- The ideas are not compelling
- Underdeveloped decision-making process & criteria
- Members disagree on what to pursue
- Members have insufficient credibility
- Energy spread to thin across many directions

Charisma Trap

Description

- Unable to sustain or grow the work without the original founder, host, or primary funder
- *Parasitic* on the host(s) that gave it birth

Challenges

- Over reliance on key, often founding, members
- Dependence on start-up pool of resources
- Only works well at a certain scale or in a unique context

Rigidity Trap

Description

- People are unable or unwilling to change or end an approach that no longer fits its context
- Resistance to new ideas

Challenges

- Focus on immediate return
- Fear of uncertainty and self-interest
- Lack of clear exit rules, pressure to continue by core constituency
- Concern over perception of failure

Chronic Disaster Trap

Description

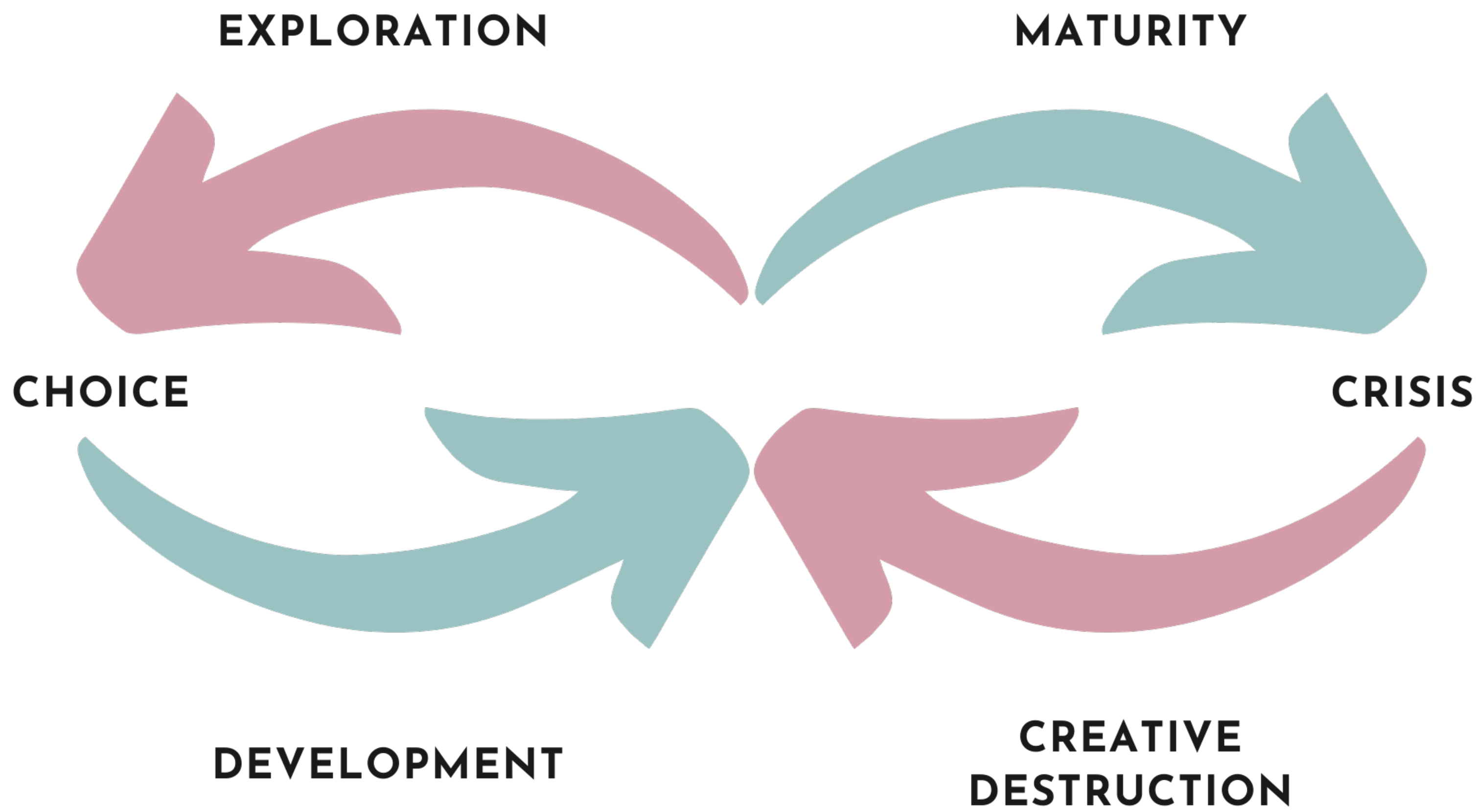
- People are *spinning*
- Unable to get traction on a compelling new vision, set of values, or intent

Challenges

- Inability to let go of the past
- Weak trust among members, volatile culture
- Difficulty agreeing on shared vision and values

TOOL HOW-TO

Individually, map the progress of yourself, your department, your organization and/or your collaborative on the eco-cycle worksheet. An example of the diagram is included below:



The **exploration** phase includes:

New thinking

Expand possibilities & buy-in

Place bets

The **maturity** phase includes:

Manage

Conserve

Declining Outcomes

The **development** phase includes:

Birth

Develop & Adapt

Refine

The **creative destruction** phase includes:

Unravel

Chaos

Reconnect

Shared Vision

Map the following on the Eco-Cycle diagram, noting the sub-phases included above:

- M = Me
- D = Department
- O = Organization
- C = Collaborative

TOOL DEBRIEF

Reflect on the following:

- What does the mapping exercise mean for your work right now?
- How might you improve outcomes for your organization or with your community partners?
- What are some possible first steps?