

BUILDING CAPACITY FOR COLLABORATION & SYSTEMS TRANSFORMATION



Hosted by:



With

Sylvia Cheuy
Consulting Director, Tamarack Institute

Salvation Army Church
250 Paul Street, Orangeville
January 29th, 2019

BUILDING CAPACITY FOR COLLABORATION & SYSTEMS TRANSFORMATION

Workshop Agenda

Workshop Goals		
<ol style="list-style-type: none"> 1. Discover the power and possibility of multi-sector collaboration - Make the case and discover tools that affirm, and harness, the shared leadership needed for community change. 2. Cultivate a Systems Perspective - Discover how to work beyond existing programs and services to enhance our ability to impact community issues. 3. Adopt an Innovation Mindset - Explore how design thinking approaches can be used to develop and test innovative approaches to address our most challenging community issues. 		
9:00 am	Registration and Networking <ul style="list-style-type: none"> • Mapping Our Work 	All
9:30 am	Welcome	Elaine Capes
9:45 am	Who is in the Room? <ul style="list-style-type: none"> • Making Connections • What Questions Am I Bringing? 	Sylvia Cheuy
10:00 am	Understanding Complexity & the Case for Multi-Sector Collaboration <ul style="list-style-type: none"> • Presentation • Participant Q&A 	Sylvia Cheuy & All
10:30 am	Break and Networking	All
10:45 am	Theory into Action Part I – The Collaboration Spectrum <ul style="list-style-type: none"> • Learn & apply the Collaboration Spectrum Tool • Large Group Debrief & Dialogue 	Sylvia Cheuy & All
11:30 am	Thinking Strategically About Programs AND Systems <ul style="list-style-type: none"> • Presentation • Participant Q&A 	Sylvia Cheuy
12:15 pm	Lunch and Networking	All
1:00 pm	Theory into Action Part II – ID Local Opportunities for Systems Change <ul style="list-style-type: none"> • Individual Reflection & Small Group Dialogue • Large Group Debrief & Dialogue 	Sylvia Cheuy & All
1:45 pm	Nurturing Community Innovation <ul style="list-style-type: none"> • Presentation • Participant Q&A 	Sylvia Cheuy
2:30 pm	Break and Networking	All
2:45 pm	Theory into Action Part III – The Eco-Cycle of Community Change <ul style="list-style-type: none"> • Individual Reflection & Small Group Dialogue • Large Group Debrief & Dialogue 	Sylvia Cheuy & All
3:20 pm	Closing & Wrap-Up <ul style="list-style-type: none"> • Participant Reflections • Opportunities & Resources to Continue Your Learning 	Sylvia Cheuy & Elaine Capes
3:30 pm	Workshop Adjourns	

Workshop Facilitator

Sylvia Cheuy

Consulting Director, Community Engagement Idea Area

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About Sylvia

Sylvia is a Consulting Director of the Tamarack Institute's Collective Impact Idea Area. She is passionate about community change and what becomes possible when residents and various sector leaders share an aspirational vision for their future. Sylvia believes that when the assets of residents and community are recognized and connected they become powerful drivers of community change. Sylvia is an internationally recognized community-builder and trainer. Over the past five years, much of Sylvia's work has focused on building awareness and capacity in the areas of Collective Impact and Community Engagement throughout North America.

Prior to joining Tamarack, Sylvia was the founding Executive Director to [Headwaters Communities in Action](#) (HCIA), a grassroots citizen initiative that fosters collaborative leadership and action in support of a long-term vision of well-being for Ontario's Headwaters region. This experience gives Sylvia practical knowledge and first-hand experience of what it takes to engage and mobilize positive community change. Her work with HCIA was published as a chapter entitled, *A Citizen-Led Approach to Enhancing Community Well-Being* in the newly published *Handbook of Community Well-Being Research*.

Sylvia completed her Graduate Diploma in Social Innovation at the University of Waterloo in 2013 where she explored opportunities to create change within regional food systems. An active volunteer in her community, Sylvia serves as a member of HCIA's Leadership Council. She also served for nine years on the Board of Community Living Dufferin where she was instrumental in securing \$2.8 million in funding for CLD's shared home with Theatre Orangeville, the community's professional theatre company. Sylvia lives in Caledon, Ontario with her husband John Graham and their three children: Gabriella, Garrett and Sean.

Workshop HOST

DC MOVES @ dcmoves.org

Elaine Capes

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DC MOVES is an acronym for
Dufferin **C**ounty – **M**anaging **O**rganizing **V**isualizing **E**ngagement **S**trategy

DC MOVES is an initiative founded by two partners in 2016 – County of Dufferin Community Services and Headwaters Communities in Action. It is guided by a Leadership Table and supported by 271 participating members. Its mandate is to focus on three priority pillars – Community Wellbeing, Poverty Reduction and Resource Sharing.

Vision

A community where individuals, associations and institutions recognize their role in leaving no community issue unresolved.

Mission

We create a platform for fostering collaboration and information and knowledge sharing to benefit the residents of Dufferin County.

Benefits of engagement

Increased awareness of local programs and services

- Create a local human services community
- Participate in local human services planning discussions
- Share programs, progress, ideas and local strategies
- Identify and understand the impacts of service gaps
- Coordinate organizational knowledge transfer opportunities

Greater capacity to serve residents

- Align service provider mandates with community needs and available resources
- Create opportunities to partner and acquire funding supports
- Build collaborative approaches to service delivery
- Foster joint implementation strategies
- Increase agency capacity and profile
- Have access to shared training and staff development opportunities
- Use collective impact strategies to address complex social issues

Tools for Putting Theory Into Action





TOOL | THE COLLABORATION SPECTRUM

The word ‘collaboration’ can be interpreted in many different ways. There is a continuum of different collaborative approaches. As groups move along the continuum they must pay attention to activities that build trust amongst the partners. Collective Impact efforts exist within the stages of the collaboration continuum that include coordination of efforts, collaboration amongst partners and the integration of services and programs. What distinguishes Collective Impact as a form of collaboration is its unique emphasis on: the use of shared data; and, its focus on working together across multiple sectors.

TOOL HOW-TO


- Step 1** - Ask participants to place a colored dot on a visual of the Collaboration Spectrum to depict the level of collaboration currently happening regarding your issue.
- Step 2** - You can also ask them to place a second different coloured dot on the Collaboration Spectrum to depict the level of collaboration that the personally would like to see in addressing your issue.
- Step 3** - Debrief and discuss similarities and differences reflected in the placement of dots.

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?

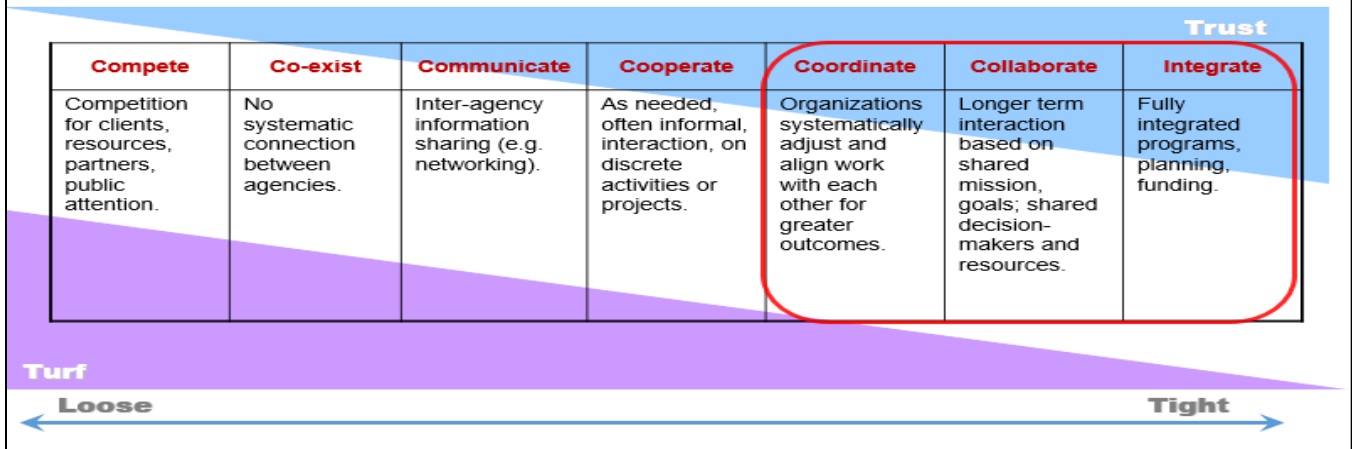
Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.



- Have members individually assess where they think the collaborative **is** on the spectrum (blue dot)
- Have members individually assess where they think the collaborative **should be** on the spectrum (green dot)
- Are you all in the same place or different? Do you want to move to a new place?
- Have a discussion about this.



The Collaboration Spectrum



CURRENT LEVEL OF COLLABORATION:

Place a **blue dot** on the Collaboration Spectrum to indicate the **current** level of collaboration regarding our issue. Jot down a few points about how you reached your assessment: What are you seeing/not seeing?

IDEAL LEVEL OF COLLABORATION:

Place a **green dot** on the Collaboration Spectrum to indicate the **ideal** level of collaboration that you would personally like to see. Jot down your thoughts and ideas regarding your assessment.

Collective Impact

About 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.” www.fsg.org

The Five Conditions of Collective Impact

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures 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 create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

THE PHASES OF COLLECTIVE IMPACT

Components for Success	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 workgroups and plan backbone organization	Launch work groups “WGs” and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
Strategic planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
Community engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice - gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation and improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)

KEY ELEMENTS OF COLLECTIVE IMPACT

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.

3 Pre-Conditions to Collective Impact

There are 3 pre-conditions to collective impact that are critical to long term success. These are: having influential champions of the issue; a sense of urgency around the issue and adequate resources of all types to make progress on the issue.

5 Questions 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?

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

MORE COLLECTIVE IMPACT RESOURCES

Collective Impact

- Collective Impact Forum: www.collectiveimpactforum.org
- FSG Social Impact Consultants: www.fsg.org
- Tamarack Institute: www.tamarackcommunity.ca
- Tamarack Institute: Paper – *Collective Impact 3.0: An Evolving Framework for Community Change* - https://cdn2.hubspot.net/hubfs/316071/Events/Multi-Day%20Events/Community%20Change%20Institute%20-%20CCI/2016%20CCI%20Toronto/CCI_Publications/Collective%20Impact%203.0%20Liz%20Weaver%20Mark%20Cabaj%20Paper.pdf

Collaborative Governance & Backbone Infrastructure

- Tamarack Institute: Tool – **Planning your Backbone Support** - <https://www.tamarackcommunity.ca/library/planning-backbone-support-tool>
- Collective Impact Forum: **Backbone Starter Guide** - <https://collectiveimpactforum.org/resources/backbone-starter-guide-summary-major-resources-about-backbone>

CI Readiness and Planning

- Tamarack Institute: Paper – *Ready, Set, Go. Building Readiness for Collaborative and Community Impact* - <https://www.tamarackcommunity.ca/library/ready-set-go-building-readiness-for-collaborative-and-community-impact>
- Tamarack Institute: Tool – **Collective Impact Five Phases Self-Assessment Tool** - <https://www.tamarackcommunity.ca/library/collective-impact-self-assessment-and-planning-tool>



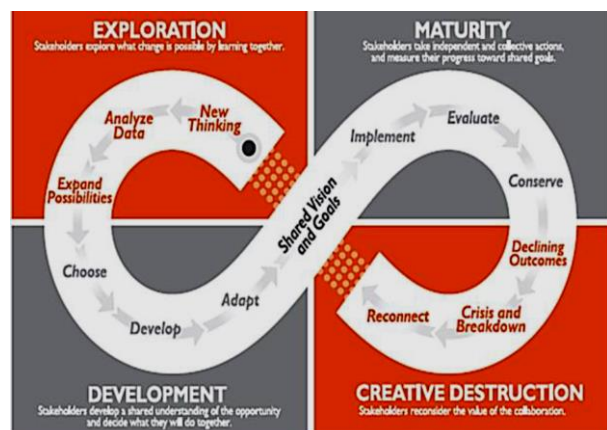
TOOL | ECO-CYCLE MAPPING TOOL

Community change efforts are dynamic and typically unfold according to four phases. From our own work in collaborative community change, Tamarack recommends thinking in terms of 3-5 year “campaigns” when planning your collaborative effort.

TOOL OVERVIEW

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 eco-cycle – with a careful eye on the transitional traps



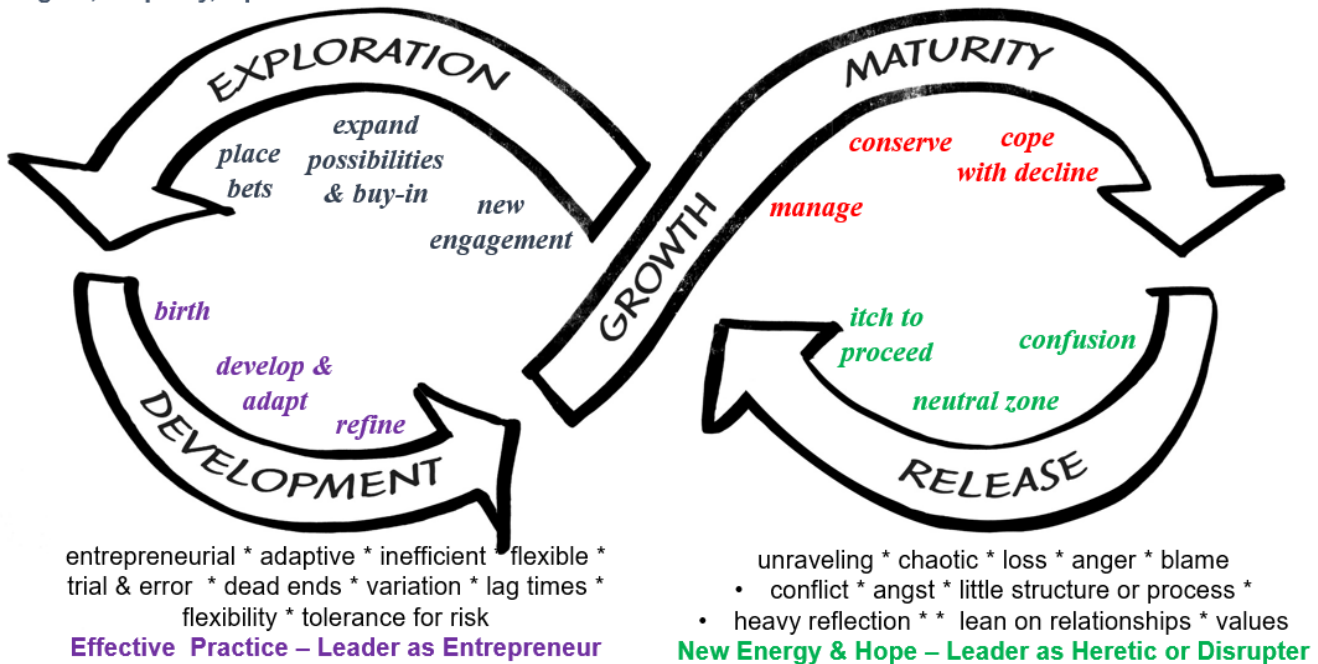
THE TRANSITIONAL TRAPS

Traps	Description	Challenges
SCARCITY Moving from Exploration to Development	Too few resources are available to support vibrant exploration of new ideas so few or none take root. No new ideas lead to outcomes or garner the support.	The ideas are not compelling. Underdeveloped decision-making process & criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.
PARASITIC Moving from Development to Maturity	People seem unable to sustain or grow their work without the original founder, host or primary funder. They are “parasitic” on the host(s) that gave it birth.	Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.
RIGIDITY Moving from Maturity to Creative Destruction	People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate. They resist new ideas.	Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. ‘too big to fail’).
CHRONIC DISASTER Moving from Creative Destruction to Exploration	People find themselves ‘spinning’ and unable to get traction on a compelling new vision, values and intent for moving forward.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.

ECO-CYCLE MAPPING WORKSHEET

creative * messy * uncertain*
 relationships * perspectives * conversations
 research * probes & prototypes * hunches * emergence
Insights, Empathy, Options – Leader as Networker

efficiency * certainty * stability * predictability
 * hierarchy * standardization * specialists
 * fast returns * low risk tolerance * rigidity
High-Predictable Performance – Leader as Manager



ASSESSMENT & REFLECTION

Map the following on the Eco-Cycle:

- M = Me
- O = Organization
- C = Community

Reflect on the following:

- What does the mapping exercise mean for you and your organization right now?
- What are some strategies to manage in this environment?

Source: <http://www.plexusinstitute.org>