



Building Capacity for Collaboration & Systems Transformation



LUNCH & LEARN Webinar Series
Feb 15, Feb 22nd & March 1st, 2019
12:00 – 1:00 pm

Your Host



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TAMARACK: Our Theory of Change

We believe there are **five interconnected practices** that lead to impactful **community change**. We support our learners in the following areas:



Webinar Goals



- **Webinar #1 - Discover the power and possibility of multi-sector collaboration** and discover tools that harness, the shared leadership needed for community change.
- **Webinar #2 - Cultivate a Systems Perspective** (Feb 22nd, 19 @ noon - 1:00 pm) - Discover how to work beyond existing programs and to enhance our ability to impact community issues.
- **Webinar #3 - Adopt an Innovation Mindset** (March 1st, 19 @ noon - 1:00 pm) - Explore how innovation thinking can be used to develop new approaches to address our most challenging community issues.



Complexity, Multi-Sector Collaboration & Collective Impact

What Type of Problem Is It?

Simple

Making Soup



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

KNOWN

Complicated

Sending a Rocket to the Moon



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

KNOWABLE

Complex

Raising a Child

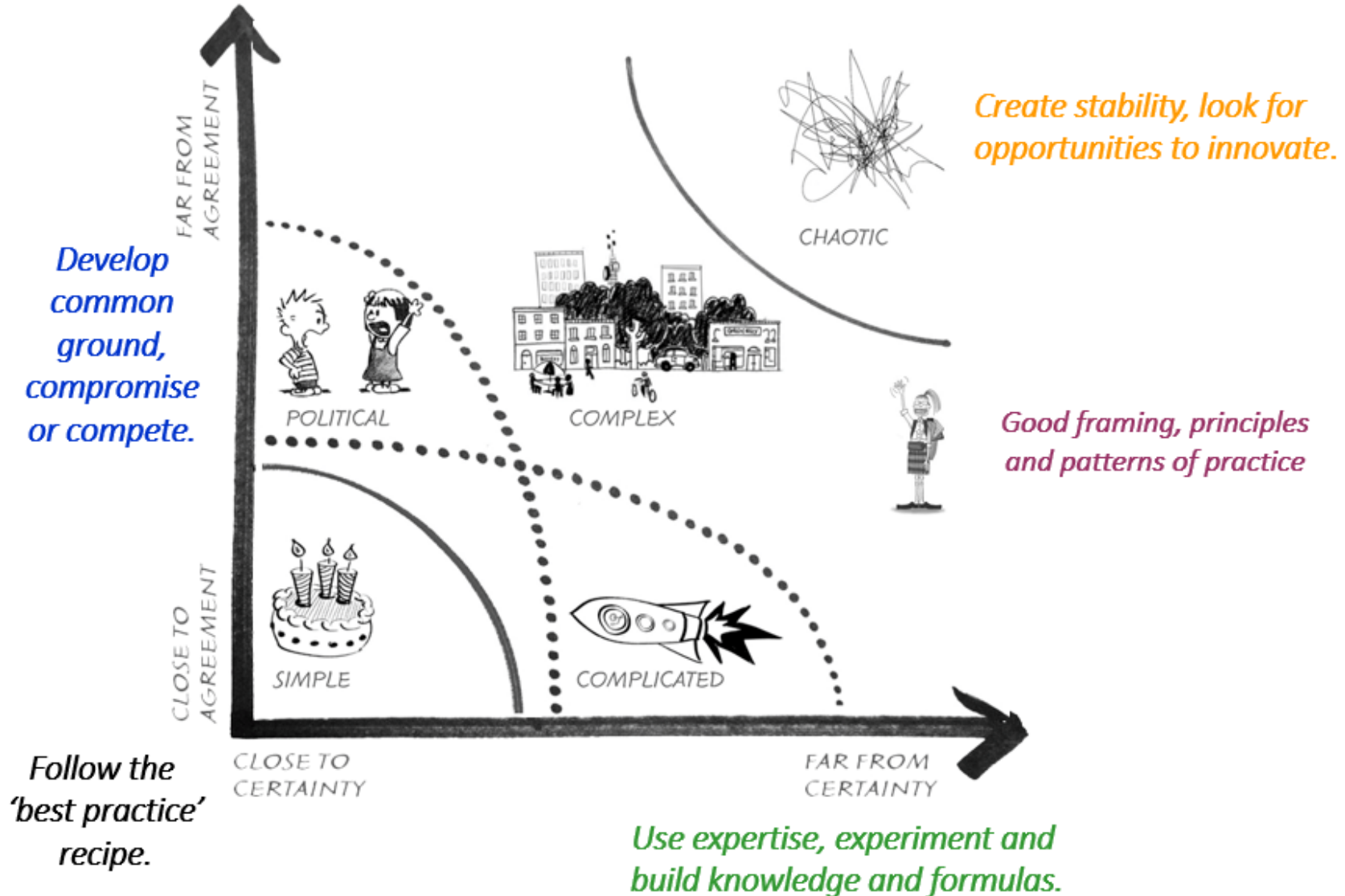


No “**right**” recipes or
protocols Outside factors
influence Experience helps,
but doesn’t guarantee
success

UNKNOWABLE

Source: **Brenda Zimmerman**, Director of Health Industry Management Program, Schulich School of Business

The Stacey Matrix: Assessing Your Issue



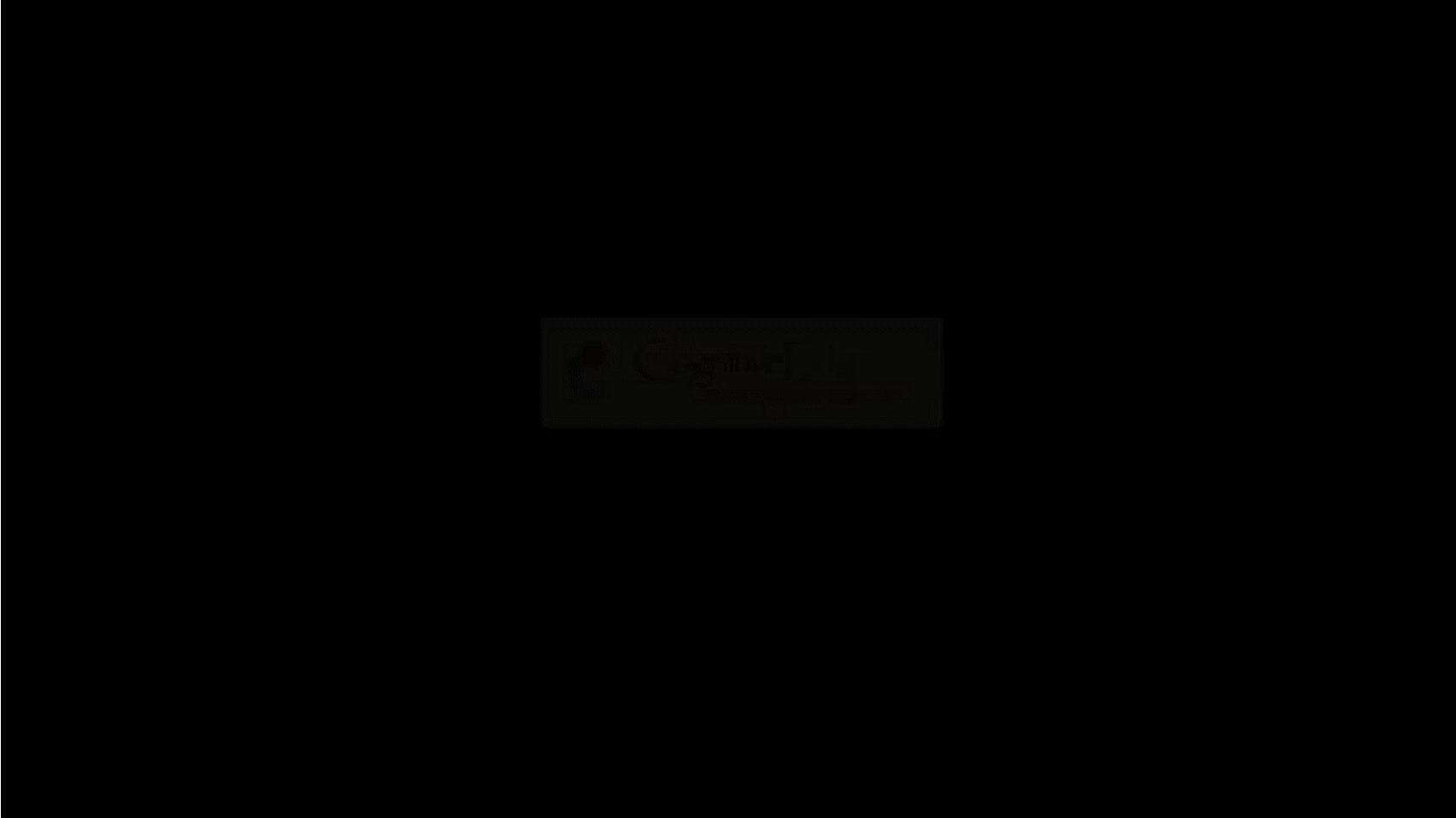
Working With Complex Issues

- Good Framing to make challenges and issues coherent
- Manageable set of principles to guide thinking and action
- Aides for Action/Practices that must be adapted to context



Source: **Brenda Zimmerman**, Director of Health Industry Management Program, Schulich School of Business

3 Approaches to Working With Complexity



The Strategy Continuum



**Emergent
Strategies**

Innovators experiment with different ways to make progress on desired impact

- Action-Learning
- Human Centered Design
- Safe to Fail Experiments
- Agile Design/Lean Start Up
- Change Labs
- Emergent Learning Tables



**Umbrella
Strategies**

Innovators have flexibility to align their actions to shared outcomes and guided by select parameters

- Framework for Change
- Principles-Focused Strategy
- Strategic Intent
- Boundary Planning
- Outcome Mapping
- Minimum Specifications



**Detailed
Strategies**

Innovators agree to “plan-the-work” and then “work-the-plan” with high fidelity

- Theory of Change
- Multi-stakeholder Results Framework
- Comprehensive Community Planning
- Traditional Strategic Plan

Navigating Complexity with Simple Rules

Type	Purpose	Example
How-to rules	They spell out key features of how a process is executed—"What makes our process unique?"	Akamai's rules for the customer service process: staff must consist of technical gurus, every question must be answered on the first call or e-mail, and R&D staff must rotate through customer service.
Boundary rules	They focus managers on which opportunities can be pursued and which are outside the pale.	Cisco's early acquisitions rule: companies to be acquired must have no more than 75 employees, 75% of whom are engineers.
Priority rules	They help managers rank the accepted opportunities.	Intel's rule for allocating manufacturing capacity: allocation is based on a product's gross margin.
Timing rules	They synchronize managers with the pace of emerging opportunities and other parts of the company.	Nortel's rules for product development: project teams must know when a product has to be delivered to the leading customer to win, and product development time must be less than 18 months.
Exit rules	They help managers decide when to pull out of yesterday's opportunities.	Oticon's rule for pulling the plug on projects in development: if a key team member—manager or not—chooses to leave the project for another within the company, the project is killed.

The Case for Multi-Sector Collaboration



- No one sector, working alone can effectively address complex issues
- Complexity is best addressed with a multi-sector approach
- “Context experts” are as necessary as “content experts” in generating effective solutions to complex issues.

Harnessing Collective Wisdom

The Scallop Principle

- Each one of us is an eye (I); the whole discerns through us.
- The corollary: when we don't hear from any eye (I), the whole is at greater risk.



Stances that support the arising of collective wisdom

- Suspend certainty
- See the whole
- Seek diverse perspectives
- Welcome all that is arising
- Trust in the transcendent

Collective Impact: A Definition



“A disciplined, **cross-sector** approach to solving **complex** social and environmental issues on a **large scale**.”

- FSG: Social Impact Consultants

Preconditions for Collective Impact

- Influential Champion(s)
- Urgency of issue
- Adequate Resources



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

Diverse Voices * **Responsive** * **Community Aspiration**

Shared Measurement

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

Exploring * **Alignment** * **Tracking Progress** * **Results**

Mutually Reinforcing Activities

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

Weaving * **System** * **Supportive** * **Centered**

Continuous Communication

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

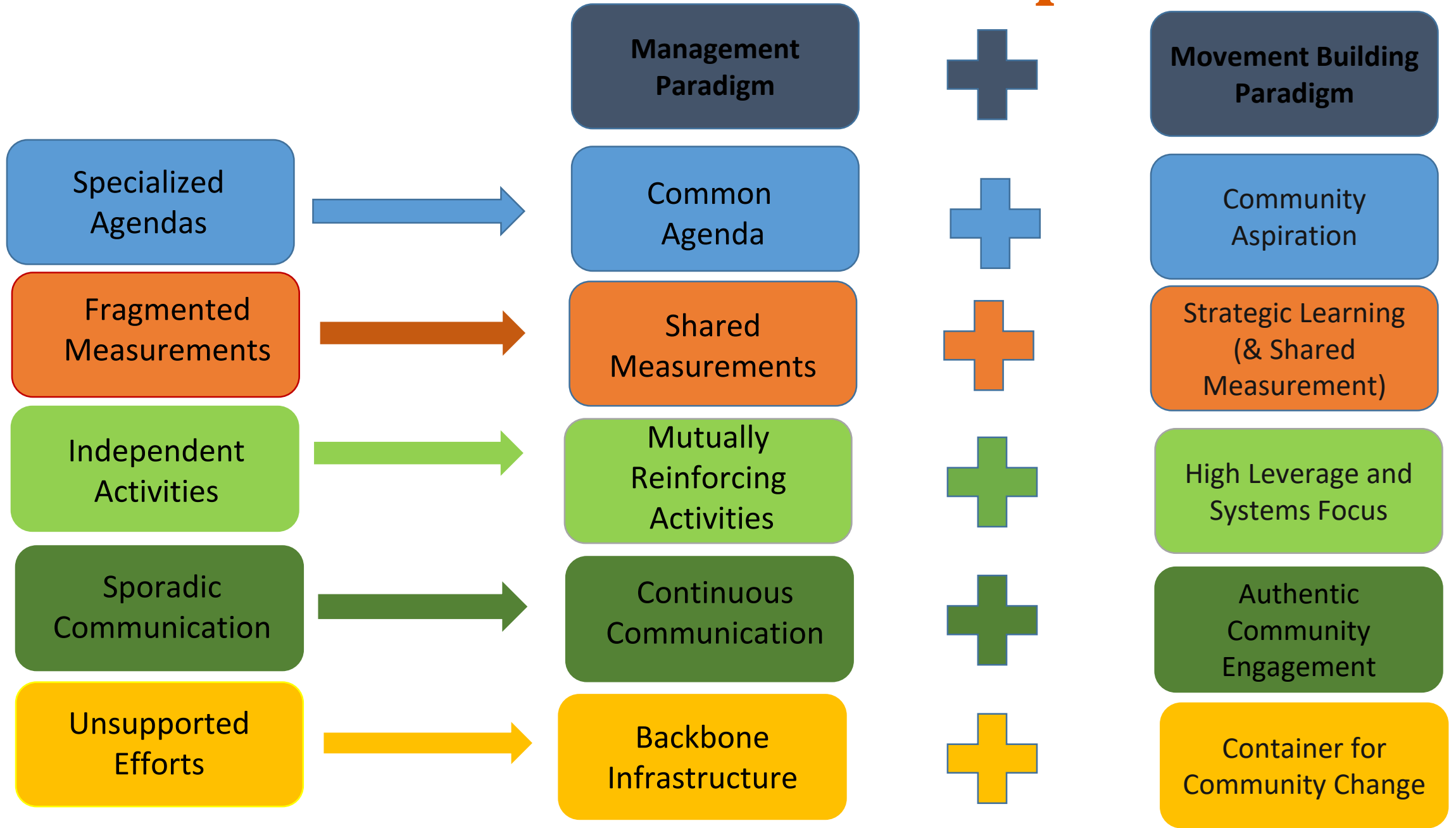
Trust * **Transparency** * **Ongoing** * **Engagement**

Backbone Support

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

Facilitate * **Convener** * **Coordinate** * **Movement**

Six Additions in Collective Impact to 3.0



Collective Impact...

DOES NOT:	DOES:
<ul style="list-style-type: none">• Employ a single organization or sector approach• Focus solely on programmatic outcomes• Work on short term priorities• Resolve simple or complicated problems	<ul style="list-style-type: none">• Require a backbone investment to steward the collective work forward• Require diverse perspectives• Use data to inform the issue and outcomes• Focus on the systemic barriers• Leverage policy change opportunities• Leverage existing assets & programs in an intentional and aligned way• Focus collective resources on high impact priorities



- Comments?
- Questions?

Complexity, Multi-Sector Collaboration & Collective Impact
Putting Theory into Practice

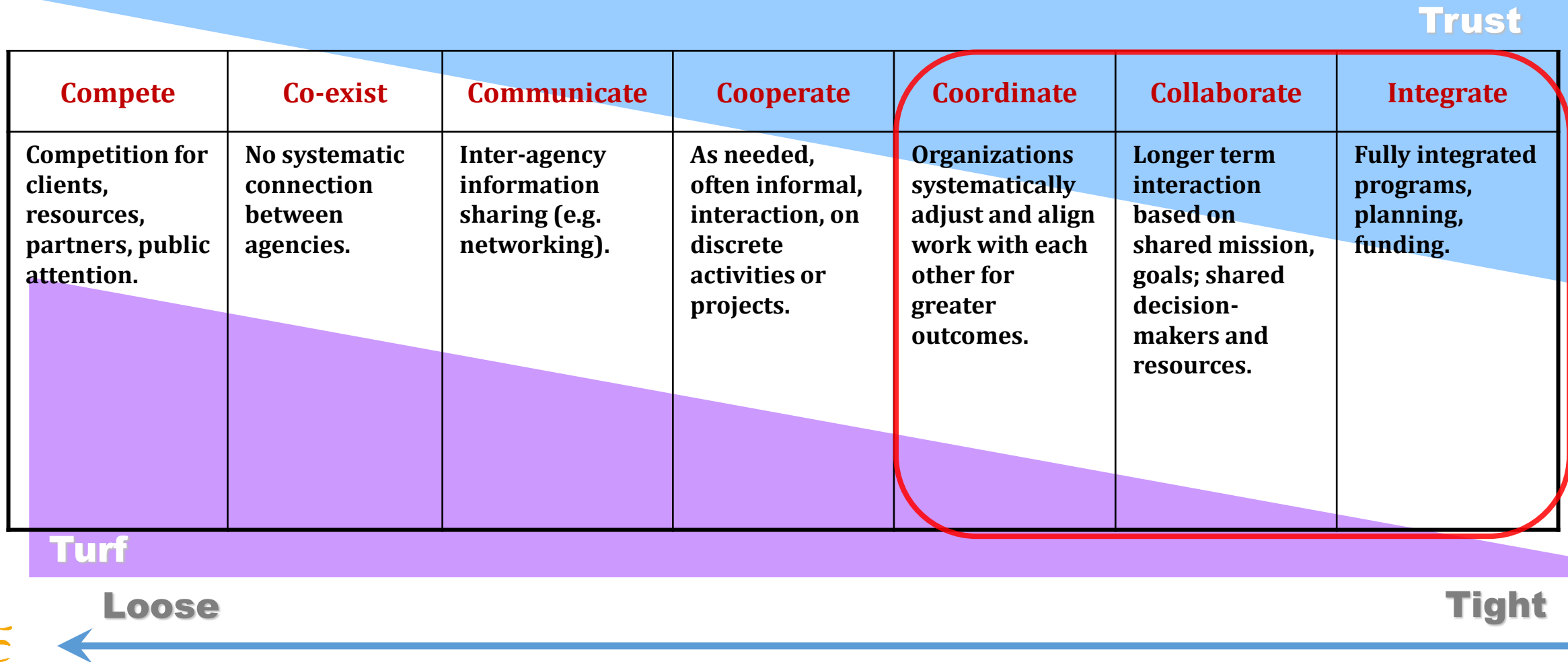


**Practical Tools to Put
Theory into Practice**

Find more Tools and Resources at:
<https://www.tamarackcommunity.ca>

Multi-Sector Collaboration, Complexity & Collective Impact

The Collaboration Spectrum as a Tool



Multi-Sector Collaboration, Complexity & Collective Impact

The Collaboration Spectrum as a Tool

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.

Top 3 Lessons Learned



Jot down the top 3 insights from this workshop that you want to carry forward in your work

Mapping Current Community Assets



Identify the **projects** or **initiatives** that you and/or your organization are currently working on:

- List **one project** or **initiative** per post-it
- Add **your name** to the post-it and place it on the wall

Woodview Targeted Youth Suicide
Prevention Services

Sarah Precious –
sprecious@woodview.ca

Reflecting On Today



Share **highlights** you
are leaving with...

Lunch & Learn Webinar Series



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COLLECTIVE IMPACT: LEADING THEORY TO ACTION

A TRAIN-THE-TRAINER WORKSHOP

**March 19-20, 2019
Toronto, ON**

Join us in Toronto and be immersed in Collective Impact content that will increase your ability to train others by providing capacity building learning to your leadership tables and community volunteers.

**Registration and Event Info:
<https://events.tamarackcommunity.ca/collective-impact-train-the-trainer>**

