# Building Capacity for Collaboration & Systems Transformation

**DC**MOVES
Better together.

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

# Your Host

**Elaine Capes**

**DC MOVES Coordinator**

[coordinator@dcmoves.org](mailto:coordinator@dcmoves.org) - 705-716-4445
[www.dcmoves.org](http://www.dcmoves.org)

# Your Presenter

**Sylvia Cheuy**

**Consulting Director, Community Engagement**

sylvia@tamarackcommunity.ca  **(416) 988-6887**

**www.tamarackcommunity.ca**

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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:



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# 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.

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# Thinking Strategically About Programs *AND* Systems

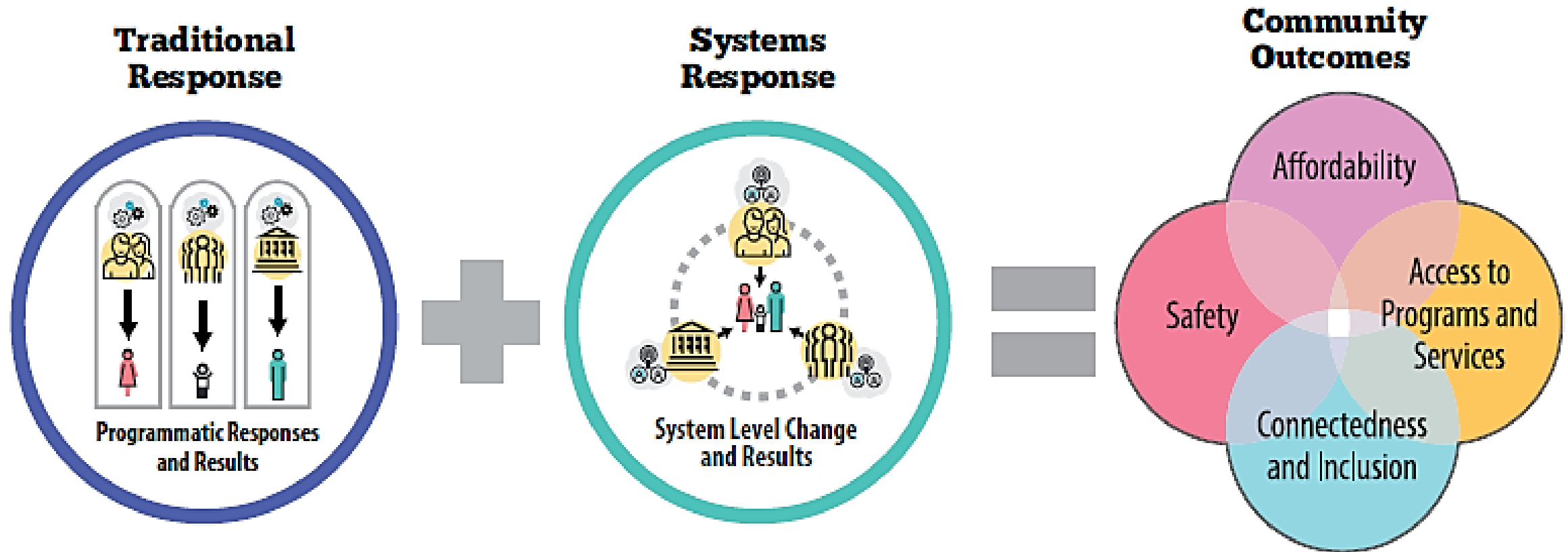# Programmatic Versus Systems Change

**Karen J. Pittman**
Co-Founder, President & CEO of
the Forum for Youth Investment

- Programmatic interventions help people **beat** the odds

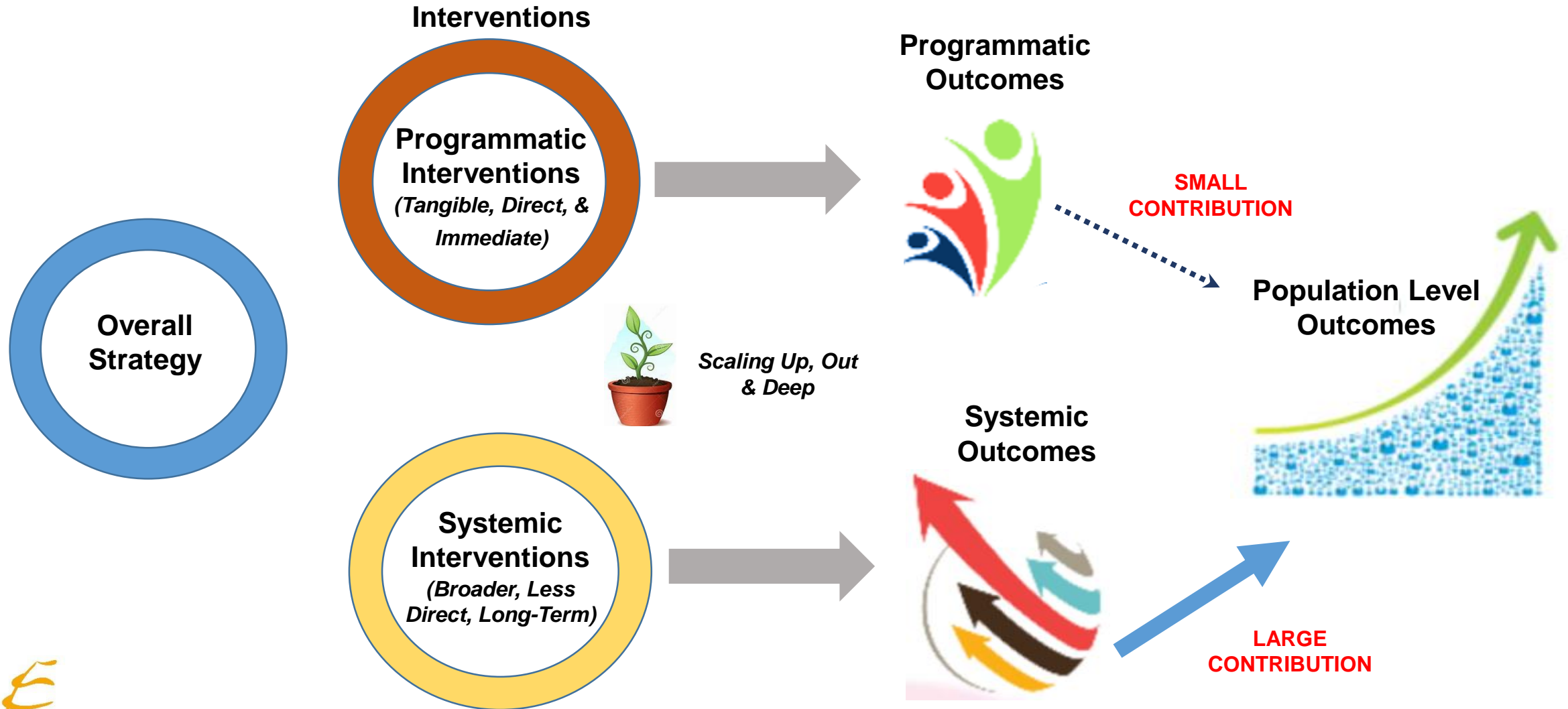- Systemic interventions seek to **change** the odds

# Shifting Our Way of Thinking & Doing

**Traditional Response**

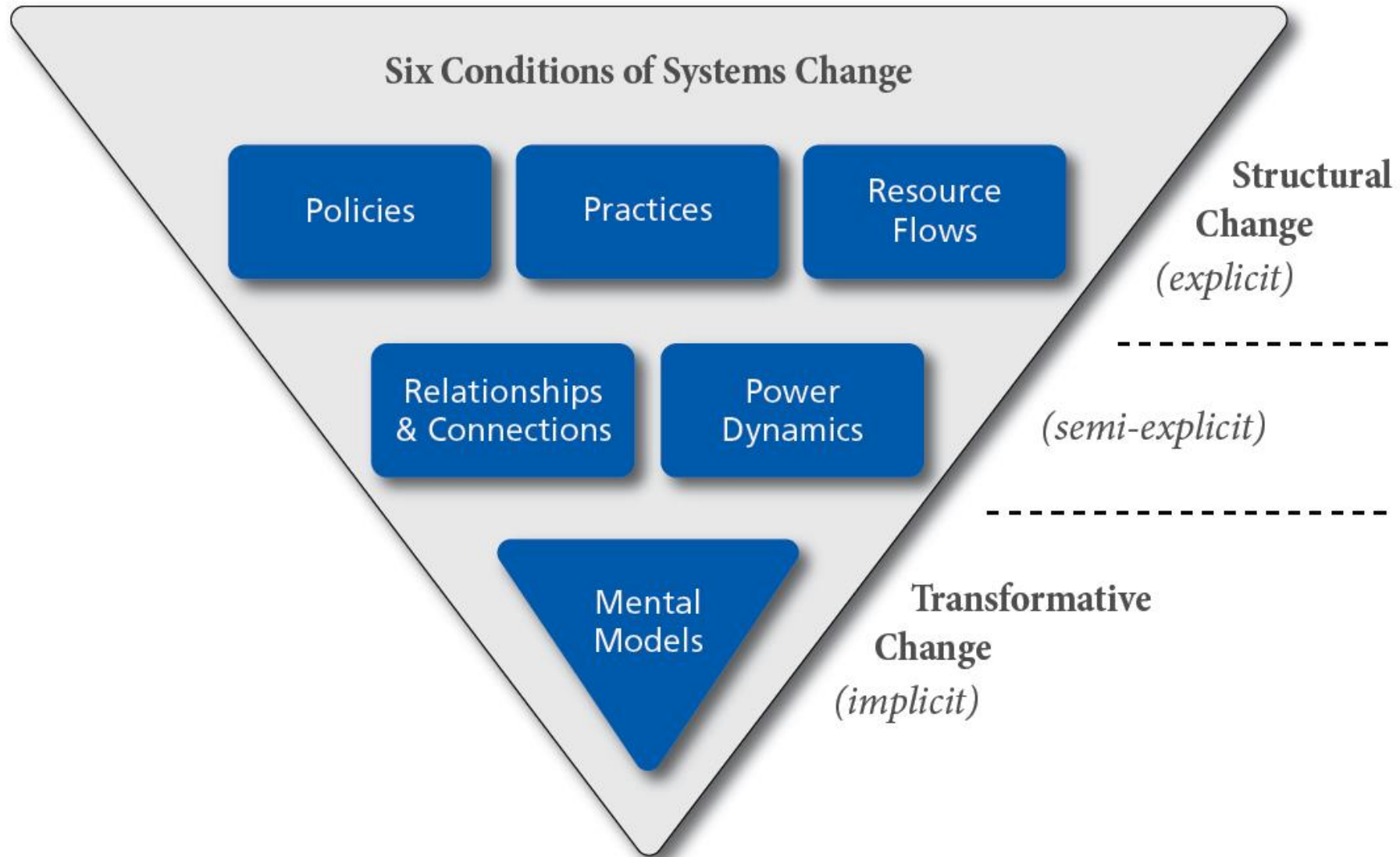Programmatic Responses and Results

**+**

**Systems Response**

System Level Change and Results

**=**

**Community Outcomes**

Affordability

Safety

Access to Programs and Services

Connectedness and Inclusion

Source: *Strathcona County Social Framework*

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# Addressing Complex Issues at Scale

**Interventions**

**Programmatic Outcomes**

**Programmatic Interventions**
*(Tangible, Direct, & Immediate)*

**SMALL CONTRIBUTION**

**Population Level Outcomes**

**Overall Strategy**

*Scaling Up, Out & Deep*

**Systemic Outcomes**

**Systemic Interventions**
*(Broader, Less Direct, Long-Term)*

**LARGE CONTRIBUTION**

**Source: *Mark Cabaj, From Here To There***

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# The Flow of System Change



**Six Conditions of Systems Change**

Policies

Practices

Resource Flows

Relationships & Connections

Power Dynamics

Mental Models

Structural Change *(explicit)*

*(semi-explicit)*

Transformative Change *(implicit)*

Source: Kramer, Kania, & Senge, June 2018,
*The Water of Systems Change*, p. 4

# An Exercise in Systems Change



- **What programs could be developed to change this family's individual circumstances?**

- **What "systems" factors would you change the family AND 10,000 of their peers?**

*"Every problem magnifies the impact of the others, and all are so tightly interlocked that one reversal can produce a chain reaction with results far distant from the original causes.*

A **rundown apartment** with mold **exacerbates** a child's asthma, which leads to a **call for an ambulance**, which generates an ambulance bill that cannot be paid, which **ruins a credit record**, which **hikes the interest rate** on an auto loan which forces the purchase of a "beater" car that is unreliable, which jeopardizes a mother's **punctuality at work,** which **limits her promotions and earning capacity**, which **worsens her anxiety and depression,** which **increases her time off work**, which confines her to **poor housing**."

**ADAPTED FROM:** *The Working Poor: Invisible in America* **by David Shipler**

# Strategies to Get to Systems Change

- **Policy** – advocating for policy change at local or provincial levels to improve the systems

- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing loc[al] services

- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand

- **Increasing Coordination** – Re-aligning existing program[s] and stakeholders to maximize system efficacy



Policy Change

Enhancing Services

Learning through Prototypes

Increasing Coordination

FSG

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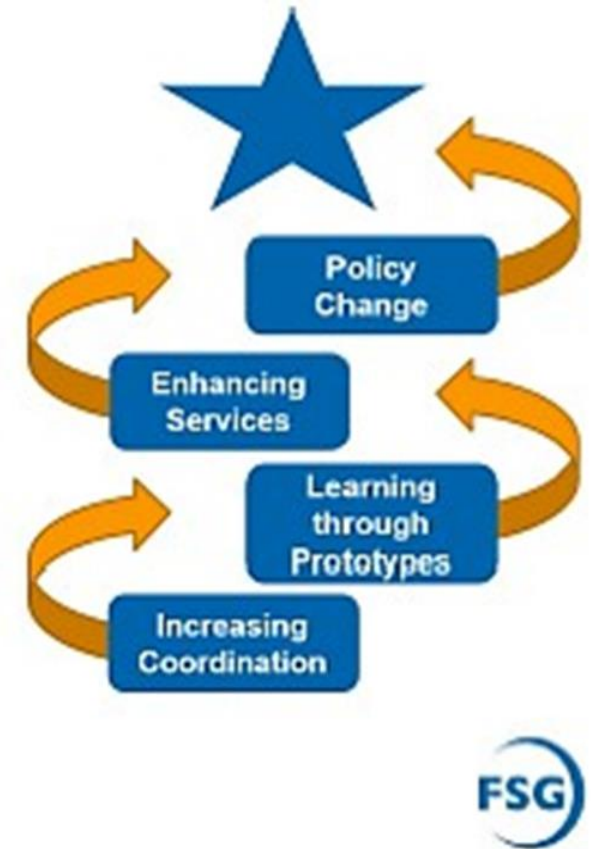
# Communities: Complex Adaptive Social Systems
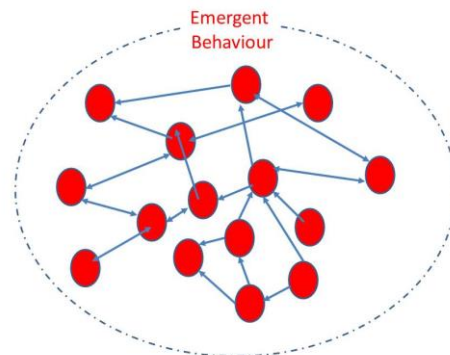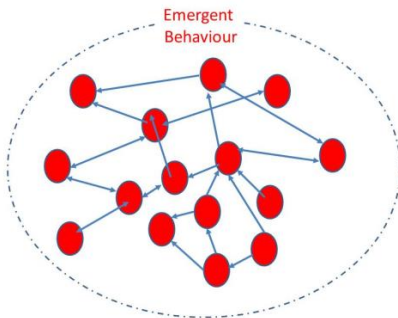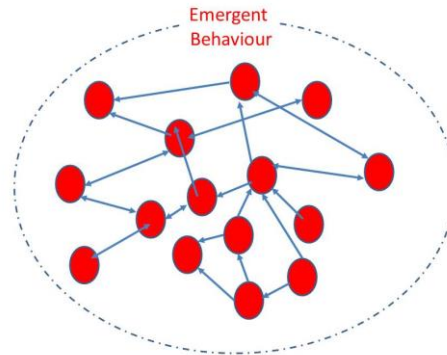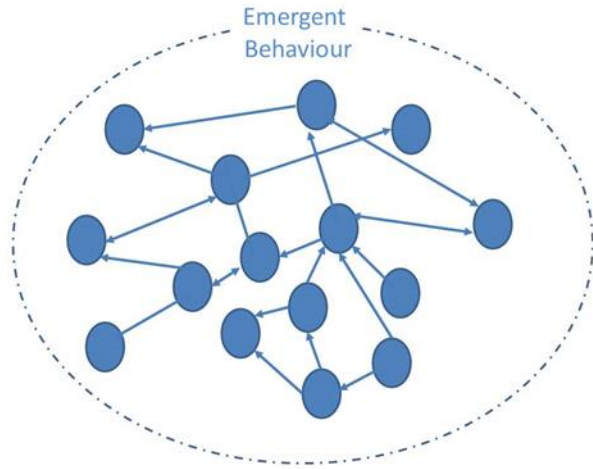


- Multiple actors
- Emergent
- Non-linear
- Unpredictable
- Dynamic/Evolving

# Characteristics of Complex Adaptive Social Systems

Emergent
Behaviour

1. We **disrupt** – rather than change – systems and then try to assist them to reorganize in more desirable patterns

2. Systems have **defence immune responses** – they often resist change

3. Changes in systems can trigger a **wide variety** of intended and unintended **effects**

4. Systems can experience **snap back** when they return to old ways of doing things

5. All efforts to change systems are adaptive (act, learn, adapt) and very difficult to plan much in advance

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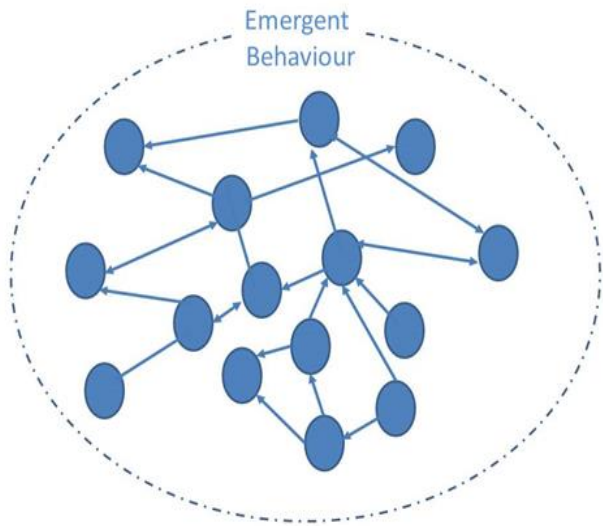
# Stand Still and *See* the System



"You don't see something until you have the right metaphor to let you perceive it." .
- Thomas Kuhn

- To "see" the system you must **let go of what you know** and the solutions you are attached to and surrender to **curiosity** and **exploration**

- Complex systems have **recognizable patterns** and **dynamics** that can be influenced

- Actions to influence the system can have both **intended** *AND* **unintended consequences**

- The impact of an innovation can be assessed by the **"ripple effect"** how much of the system surrounding the innovation is **"disturbed"** from the **status quo**

# Systems Change Efforts Can Generate Unintended Consequences

# What is Snap Back?



- The dominant system is very resilient. Change may be short-lived as systems "snap back" to the old way of doing things

- Snap back can occur at many levels (individual, organizational, initiative, and/or societal)

- Any effort to change systems will be adaptive, messy, ever-evolving and will often yield unpredictable results

# Preventing Snap Back

- Can we decrease the resilience of the dominant system?

- Can we deepen the resilience of our innovation?
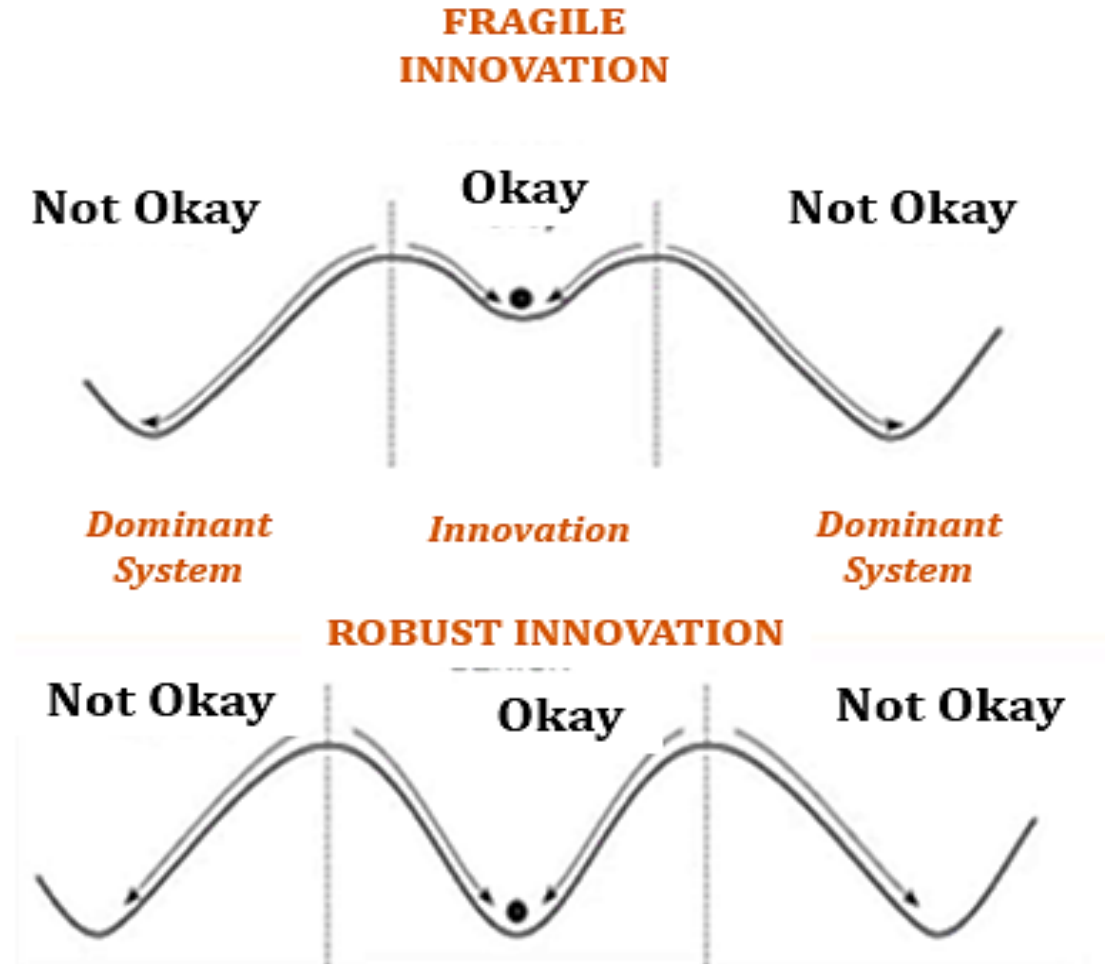
# 6 Actions to Prevent Snap Back



**"Managers would rather live with a problem they can't solve than with a solution they can't fully understand or control"**

-   **Eric Bonabeau**
    **CEO, Icosystems**

1. Embrace unknowability

2. Relationships are key (keep the faith, enhance the attractors for your innovation, dampen attractors of dominant system)

3. Ensure community ownership of actions and measurement (trust the voice of the community)

4. Invest in ongoing engagement (don't "starve" initiatives)

5. Be strategic thinkers not just strategic planners (recognize iterative work of systems change; develop pattern recognition skills)

6. Don't confuse "quick wins" with "quick fixes" (success is NOT a destination; develop safe-fail experiments; engage both content AND context expertise)

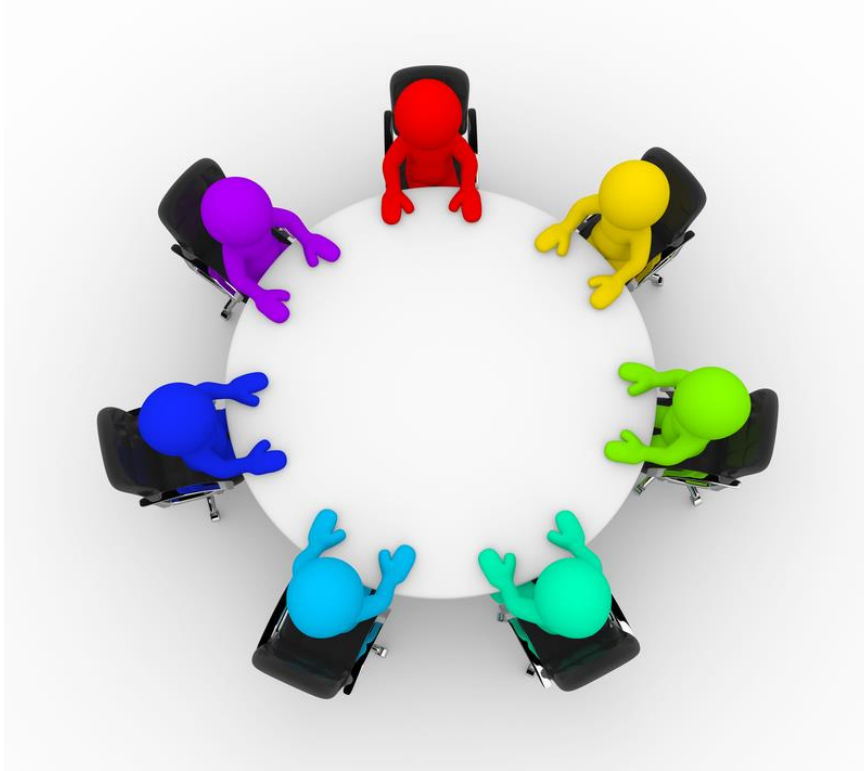# *Thinking Strategically About  Programs AND Systems*
# Putting Theory into Practice

## Practical Tools to Put Theory into Practice

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

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*Small Table Dialogue*

# Exploring Opportunities for Systems Change

Looking at the issue areas for current programs & services, **identify local opportunities for systems change**

- Identify possible **opportunities for systems change**

- Identify possible **challenges in developing/implementing systems strategies**

**Summarize your group's top 3 insights (1 per post-it note) to share**

- Comments?
- Questions?

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# Top 3 Lessons Learned

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

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# 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**

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# Reflecting On Today

Share **highlights** you are leaving with…

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# Lunch & Learn Webinar Series



- **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.

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