Introductions

1. What are 2-3 things that make you a great family member or friend?

2. What are 2-3 things that make you great at your work?

3. What are 2-3 things you love doing so much you can get lost in them for hours?
Collective Impact
FSG/The Collective Impact Forum

Collective impact is an approach which brings together different sectors for a common agenda to solve large complex problems. Collective impact is built upon five interconnected components that can produce strong alignment and lead to large scale results. The five components, as spelled out in the paper above, are:

- **Common agenda** – All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions;

- **Shared measurement** – All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement;

- **Mutually reinforcing activities** – A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action;

- **Continuous communication** – All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation;

- **Backbone support** – An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative’s vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

The role of the backbone is:
- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

Readiness for Collective Impact:
- Credible champions and neutral conveners
- Shared sense of urgency that more and better of the status quo won’t solve the problem
- Significant resources/attention, public and private funders willing to collaborate
- Trust among the diverse leaders and stakeholders necessary to solve the problem

Culture of Collective Impact (“Culture eats strategy for breakfast,” Peter Drucker)
- Being asset-based, engaging community;
- Diversity, equity, and inclusion;
- Building trust for collaboration
- Continuous learning
- Integrity and accountability
**Basics of Result-Based Accountability**

*Trying Hard is Not Good Enough by Mark Friedman*

**Result**: a population condition of well-being for children, adults, families, and communities stated in plain language,

**Indicator**: Is a measure that helps quantify the achievement of a result.

**Strategy**: Coherent collection of actions that has a reasoned chance of improving results.

**Performance Measure**: a measure of how well a program, agency, or service system is working.
- What difference has been made?
- Quantity of Service: How much did we do?
- Quality of Service: How well did we do it?
- Quantity of Effect: How many people are better off?
- Quality of Effect: What percent are better off and how do we know they are better off?

**Developing a Results-Based Strategy**

1. Define Population, specifically and in geographic boundary
2. What result do we want for this population?
3. From our experience, how would we know this result is being met?
4. What indicators tell us that we are achieving the result for the population? A proxy that would tell us the condition is being met
5. What is the baseline and trend for the indicator(s)?
6. What is the story behind the curve? What do we think are the causes of the baseline and trend? Positive and negative causes/factors affecting the curve.
7. What data, information, and research do we need to gather about causes/factors?
8. What works in addressing those causes/factors (what is our evidence base)?
9. What strategies will move the causes/factors? Do they have reach, scale, validity, success probability, community fit, and capacity to move the highest-leverage factors and result?
10. Whose aligned actions implementing the strategies will be enough to move the result?

**Proving Contribution**

- It is extremely rare that one program by itself can turn a curve at a population level. Chaos and complexity theory teaches us that precise cause and effect relationships in complex environments are impossible to know

- You can demonstrate contribution if you pursued aligned strategies that had a credible chance (reach, scale, validity, etc) of making a difference, and it had a timely relationship to a turn in the curve. The contribution is even greater if the change in result runs counter to trends or comparable benchmarks for the rest of the city, county, state, nation or comparable populations/communities.

- Instead of proof of causality, we demonstrate circumstantial evidence that we contributed to change.
Equity – Who is at our Tables?

Diversity, Equity, and Inclusion Defined

- **Diversity**: Engaging people with different backgrounds, beliefs, experiences, and recognizing the differences as assets to learning and innovation.
- **Inclusion**: Authentic and empowered participation, a true sense of belonging.
- **Equity**: Recognizing that everyone does not start at the same place, so some people will need different resources or support to achieve the same outcome. The goal is to eliminate disparities and level the playing field.

Assess your tables

Understanding who is on your team or committee in these ways can help you identify what strengths and gaps you have in terms of experience and context expertise about the intended beneficiaries, issues, and neighborhoods you serve. If the majority of your team is in the outer circle, you need to address equity at your table and your need for community engagement is more acute.

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1 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization, Annie E. Casey Foundation, 2014 is a great resource for this work.
Please map your core team, board, or steering committee based on where individuals are on the map.

<table>
<thead>
<tr>
<th>Map your Core Team/Committee</th>
<th>Direct Relevance</th>
<th>Secondary Relevance</th>
<th>Limited Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic Background</td>
<td></td>
<td></td>
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<tr>
<td>Geographic Relevance</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Direct Engagement</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Issue Experience</td>
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</tbody>
</table>

Do you feel you have the right mix of actors involved to understand the population, issue, and neighborhoods you wish to help?

What gaps are at your tables? What steps could you take to correct for that?
[examples of steps include adding people to your committee, hiring people, forming an advisory group, seeking professional support, and partnering with other groups]
Equity - Testing Assumptions & Bias

Correcting for Blind Spots, Improving Results
One reason we need equity at our tables is to have individuals’ experiential or context expertise about beneficiaries, issues, and neighborhoods inform and lead our decision-making. Data is information about people’s lives, and we must engage that expertise to use that data well. We must also surface how privilege or bias or lack of community engagement creates blind spots or distorts the lens by which we assess and decide on information.

Understanding Disparities and Root Causes
It is important to understand what disparities show up in the population, issue, and neighborhoods we are serving. It is especially important to understand the historical context of policies, bigotry, discrimination, and other causes of those disparities, as well as to understand how existing systems, structures, and practices maintain or exacerbate them today. Discuss these issues directly and transparently.

Implicit bias and The Ladder of Inference
Implicit bias refers to the attitudes and stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Research demonstrates that even those who believe they do not hold biases, still have views and judgments shaped by implicit biases based on their experience, culture, and preferences. It is important to note that:

- Implicit biases are pervasive. Everyone possesses them;
- They are related but distinct from explicit biases;
- Our implicit biases tend to favor our own in-group;
- They are malleable and can be surfaced and un-learned

Chris Aryris’ Ladder of Inference recognizes how we move from data/reality to action. We often move very quickly from data to decisions with our implicit biases influencing our selection of data, interpretations, assumptions, and conclusions. If we don’t have equity at our table – intended beneficiaries and their families, friends, and neighbors – then the data we select, the ways we interpret it, the assumptions we make, and the conclusions we draw will be distorted by our privilege or that lack of knowledge.

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1 Adapted from the Kirwan Institute for Race and Ethnicity, Ohio State University
www.kirwaninstitute.osu.edu
Have we tested our interpretations and assumptions about our work with diverse stakeholders?

How might our perspective on the people, issue, or neighborhood be distorted? What don’t we know that is important for our result?

What conversation do we need to have to (a) discuss disparities and their causes and (b) surface our blind spots regarding privilege and bias?
### Community Engagement Toolkit

#### T6: Community Engagement Spectrum

<table>
<thead>
<tr>
<th><strong>INFORMING</strong></th>
<th><strong>CONSULTING</strong></th>
<th><strong>INVOLVING</strong></th>
<th><strong>COLLABORATING</strong></th>
<th><strong>EMPOWERING</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing balanced and objective information about new programs or services, and about the reasons for choosing them</td>
<td>Inviting feedback on alternatives, analyses, and decisions related to new programs or services</td>
<td>Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making</td>
<td>Enabling community members to participate in every aspect of planning and decision-making for new programs or services</td>
<td>Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles</td>
</tr>
</tbody>
</table>

| We will keep you informed | We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions | We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions | You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible | We will implement what you decide |

| Fact sheets, newsletters, websites, open houses | Surveys, focus groups, community meetings and forums | Community organizing, leadership development, workshops | Advisory boards, seats on governing boards, engaging and funding as partners | Support full governance, leadership, and partnership |

Choose your community engagement strategy, clarify the promise to community members, and then fulfill those promises. Engagement is obviously most robust on the right size of the diagram. This can also be read as a spectrum between buy-in and ownership. On the left side, we are often mobilizing people to support or provide limited input or feedback to our decisions. On the right side, we are organizing people to identify their interests and assets – they become deciders, outcome producers, advocates, leaders.

It is not always necessary or appropriate and groups might not have the necessary capacity for collaborative or empowering approaches, but one should push your assumptions and comfort to move as far right as appropriate. Moving to the right means giving up power, because this work is not about power, but about results.

It is essential that wherever you are on the spectrum, you must be clear and transparent about your position and fulfill the promises of being there. The greatest

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1 This is adapted from the International Association for Public Participation (IAP2) [www.iap2.org](http://www.iap2.org)
tensions and conflicts come when leaders promise a more involved, collaborative, or empowering level of engagement but deliver an informing or consulting level. If you aspire to more engagement, communicate that and take clear steps that demonstrate your commitment is real.

Where are your community engagement efforts now on the spectrum? Where do you aspire to be?

For where you aspire to be, what steps will you need to take to pursue that level of engagement?

What expectations will you need to communicate and fulfill for community members?