Leadership for Collective Impact

Paul Schmitz
CEO, Leading Inside Out and
Senior Advisor, The Collective Impact Forum
@paulschmitz1

www.collectiveimpactforum.org
www.leadinginsideout.org

Introductions

What 2-3 gifts or skills make you a good family member and friend?

What 2-3 skills make you an effective leader?

What are 2-3 talents or hobbies you love doing and can get lost in for hours?
**TRIZ**

### Step 1

Make a list of all the things you can do to make sure that you achieve the **worst result imaginable for a collaborative effort**?

### Step 2

Review this list and ask, "Is there anything that I am currently doing that resembles this item?" in a collaborative/coalition I’m part of. Be brutally honest.

### Step 3

Go through the items on your second list and decide what steps will help you stop what you know creates undesirable results.

---

**What it takes**

- **Backbone**
  - Continuous Communication
  - Mutually Reinforcing Activities
  - Shared Measurement
  - Common Agenda
Role of Backbone

*Lead the Process*

- Guide vision and strategy
- Help connect the dots
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

Readiness

1. Credible Champions and Neutral Conveners
2. Shared sense of urgency that more or better status quo won’t solve the problem
3. Significant resources/attention, public/private funders willing to collaborate
4. Trust among the diverse leaders and stakeholders necessary to solve the problem
Discussion

What do you find most compelling and most challenging about the model?

First Big Shift

Activities to Results

Results to Activities
**Activity Forward**

- Population Impact
- Grow Program
- Measure Outcomes
- Build Services
- Identify Needs

**Results-Based**

- Population Result
  - Indicators/Measures
  - Factor Analysis/Story behind curve
  - Targets/Strategies
  - Data & Evidence
  - Providers & Services Aligned
Second Shift

*Culture Eats Strategy for Breakfast*  
- Peter Drucker

**Backbone**
- Continuous Communication
- Mutually Reinforcing Activities
- Shared Measurement
- Common Agenda

Stepping Up

When did you first step up on behalf of an issue, cause, or person important to you?
Defining Leadership

1 An action many can take, not a position few can hold

2 Taking responsibility to work with others on common goals

3 Practice of values that engage commitment from others

Who was the leader?

Social Change has always come from the leadership of the many
Practicing Values

1. Asset-Based
2. Diversity & Inclusion
3. Collaboration
4. Continuous Learning
5. Integrity

Asset-Based

1. Doing *with*, not *to* or *for* communities
Family Independence Initiative

Community Engagement Matters

<table>
<thead>
<tr>
<th>INFORMING</th>
<th>CONSULTING</th>
<th>INVOLVING</th>
<th>COLLABORATING</th>
<th>EMPOWERING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing balanced and objective information about new programs or services, and about the reasons for choosing them, providing updates during implementation.</td>
<td>Inviting feedback on alternatives, analyses, and decisions related to new programs or services. Letting people know how their feedback has influenced program decisions.</td>
<td>Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making. Letting people know how their involvement has influenced program decisions.</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>

Fulfill Promises
Build Capacity
Diversity & Inclusion

When you change who is at the table, you change the table itself

Equity

EQUALITY

EQUITY
Viewing Equity

Who is at table
How is view distorted
Correct it

Disaggregate data,
Identify disparities,
Differentiate services

Ladder of Inference

Actions
Beliefs
Conclusions
Assumptions
Interpreted Reality
Selected Reality
Reality and Facts
Collaboration

3 Collaboration is about building

TRUST
Community Building

Pseudo-community (forming)
Chaos (storming)
Emptiness (norming)
Authentic Community (performing)

Based on *A Different Drum*, M. Scott Peck, and Bruce Tuckman

Trust

*Trust can be understood as believing others are:*

**Sincere** – what is said matches what is thought

**Reliable** – what is done is dependable and consistent

**Competent** – what is delivered reflects the ability and capacity to perform what is promised

Based on *Building Trust: In Business, Politics, Relationship and Life* by Solomon and Flores
Building Trust

- Unfulfilled expectations ≠ unfulfilled promises
  Clarify Expectations
- Distrusting individuals because of group/label
  Build relationship with individual
- Cordial Hypocrisy – pretending there is trust
  Provide direct feedback
- Not owning mistakes, failures, unfulfilled promises
  Own mistakes and invite feedback
- Not inviting feedback

Repairing Trust

Trust can be repaired by:

- One who breaks trust, apologizes, amends, demonstrates change

- One whose trust was broken shares impact of broken trust, forgives, checks in on change

- Recognize and acknowledge where power and privilege show up
**Trust**

Share a story about when you had to build or repair trust.

**Leadership Styles**

- Visionary
- Nurturer
- Mobilizer
- Analyst

What is your leadership style? Why do you need the others?
Continuous Learning

4 Own mistakes, ask for feedback, and ask for help

Things I Suck At

Interpersonal conflict
Personnel management
Patience with process
Administrative paperwork
Being punctual
Small talk
Time Management
Fundraising
Active listening
Trusting my instincts
Delegating responsibility
Making unpopular decisions
Staying attentive in long meetings
Be true to your “be” and accountable to those you work with \textit{and} those you serve

What result are you currently accountable for?

Why is it important to you? What brought you to this work?
Defining our Result

What result can we achieve by 2025

What else do we need to know to understand factors and build strategies for this result?

Backbone Capacity

- Guide vision and strategy
- Help connect the dots
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding
- Build capacity of others
- Share credit, celebrate others’ success; urge more
- Exceptional instinct for managing interpersonal dynamics; builds trust
- Open about organizational, personal shortcomings
- Transparent and fair more than neutral
- Facilitate effective meetings

What capacities will need to be built to support this work in our collectives?
Mapping our Network

Commitments

Create an inclusive, collaborative culture that fosters community engagement, learning, and accountability for shared results