



Social Impact Consultants

Discovering better ways  
to solve social problems

# Addressing Complex Community Problems through Collective Impact



*Presentation for:*

**The Roots of Our Health II  
Shasta County Leadership Summit**

May 8, 2013



## FSG Overview



- **Nonprofit consulting firm specializing in strategy, evaluation and research** with offices in Boston, Seattle, San Francisco, DC, Geneva, and Mumbai
- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
- Recognized **thought leader in social impact, philanthropy and corporate social responsibility**
- Staff of **120 full-time professionals** with **passion and experience** to solve social problems
- **Advancing Collective Impact** via publications, conferences, speaking engagements, client projects

# What is Collective Impact?

# There Are Several Types of Problems

**Simple**

***Baking a Cake***



**Complicated**

***Sending a Rocket to the Moon***



**Complex**

***Raising a Child***



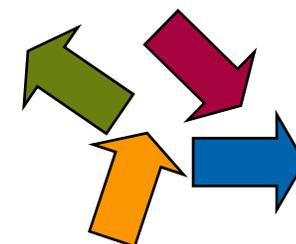
***Social sector treats problems as simple or complicated***

# Our Traditional Approach to Complex Problems

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits

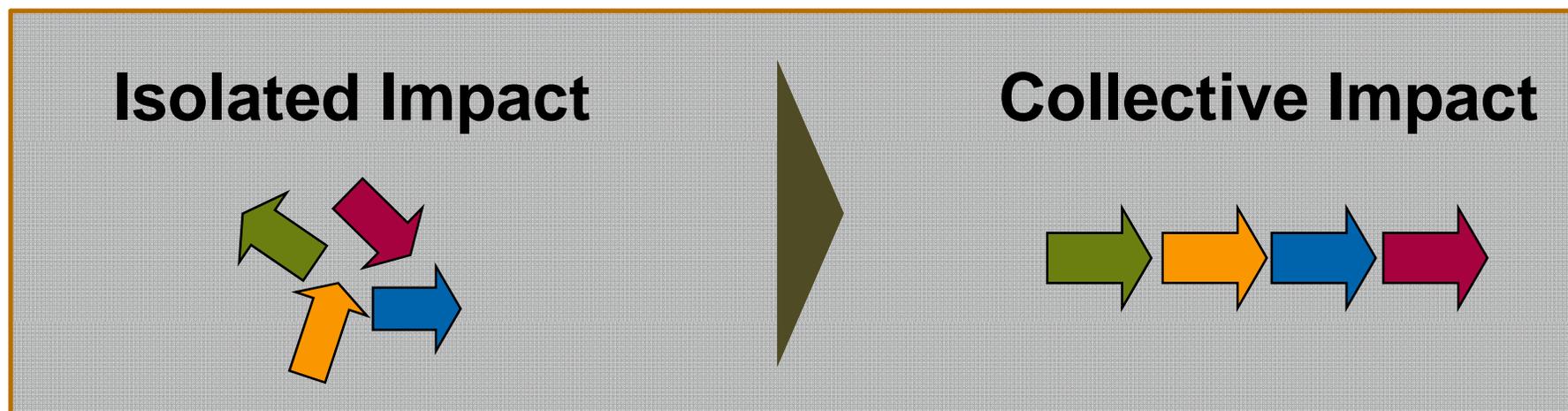


## Isolated Impact



## A Different Approach

- All working toward the **same goal** and **measuring the same things**
- **Cross-sector alignment with government, nonprofit, philanthropic and corporate sectors as partners**
- **Organizations** actively **coordinating** their action and sharing lessons learned



## Collective Impact: Defined

Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

## Collaboration vs. Collective Impact

### Collaboration

**Convene around specific programs / initiatives**

**Addition to what you do**

**Prove**

**Advocate for ideas**

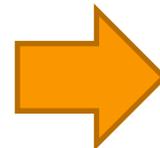
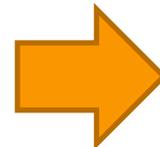
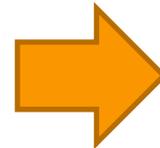
### Collective Impact

**Work together over the long term to move outcomes**

**Is what you do**

**Learn and improve**

**Advocate for what works**



# Five Conditions for Collective Impact



**Common Agenda**



**Shared  
Measurement**



**Mutually Reinforcing  
Activities**



**Continuous  
Communication**



**Backbone  
Organization**

# The Collective Impact Approach Can Apply to Solving Many Complex Social Issues

## Education



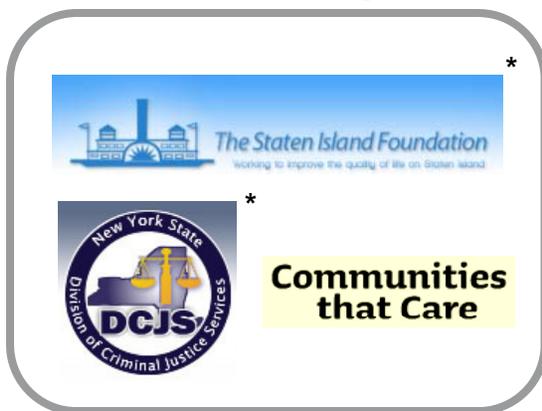
## Healthcare



## Homelessness



## Youth Development



## Economic Dev.



## Community Dev.





## Strive Is a Best-in-Class Education Collaborative

1

### Common Agenda

- **Vision:** Improving educational outcomes in the Cincinnati/Northern Kentucky region focusing on “cradle to career”

2

### Shared Measurement

- Programs working on the **same activity** measure results on the **same criteria**
- Use **Six Sigma** to review results across organizations, find patterns and solutions, and implement them rapidly

3

### Mutually Reinforcing Activities

- 300 organizations; work on **4 key points in the education pipeline**
- Use **established evidence** that proposed activities will have desired impact based on success in other regions

4

### Continuous Communication

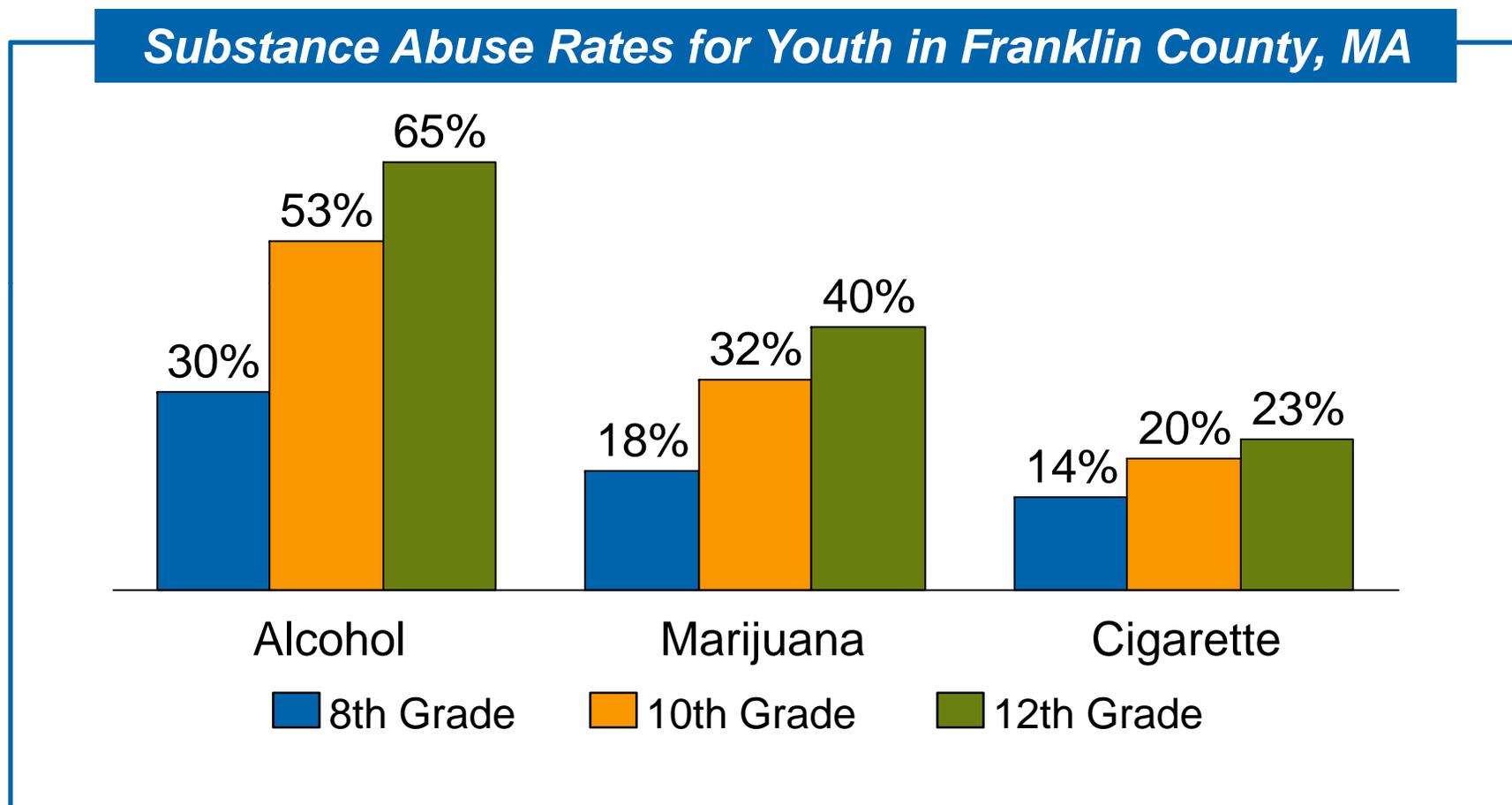
- Networks have **met regularly** for more than five years
- To keep communication flowing among and within the networks they use **web-based tools**, such as Google Groups

5

### Backbone Support Organization

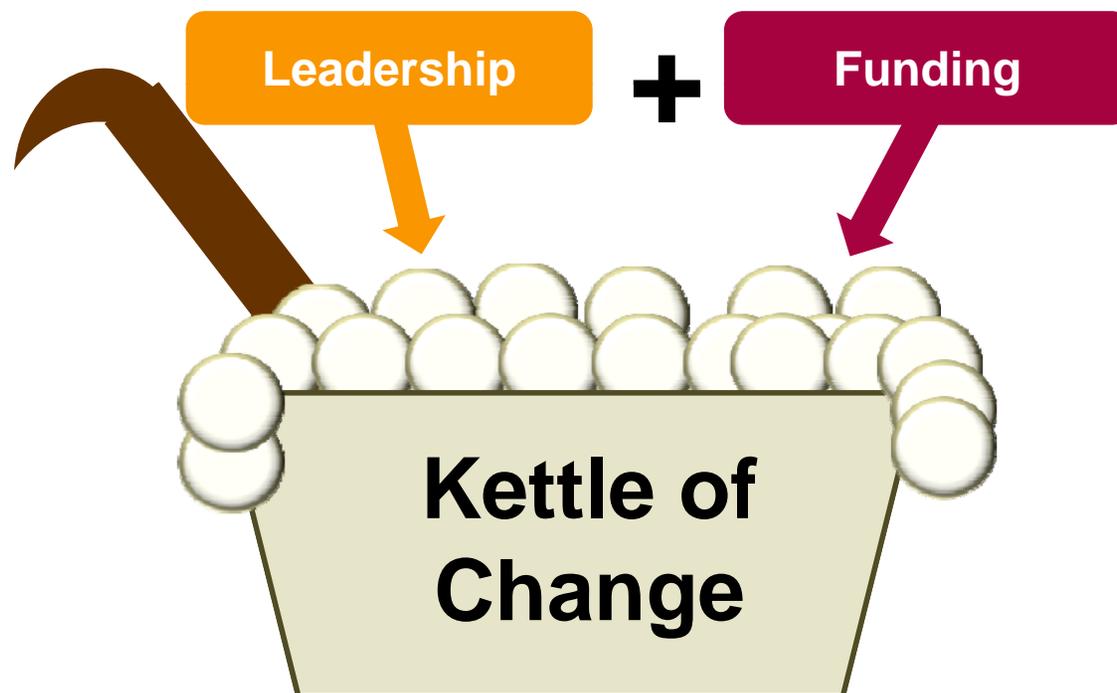
- Strive is an independent nonprofit: **8 staff, \$1.5M** annual budget
- Backbone supports networks with technology, training of facilitators, communications

## 2002: Very High Rates of Youth Substance Abuse

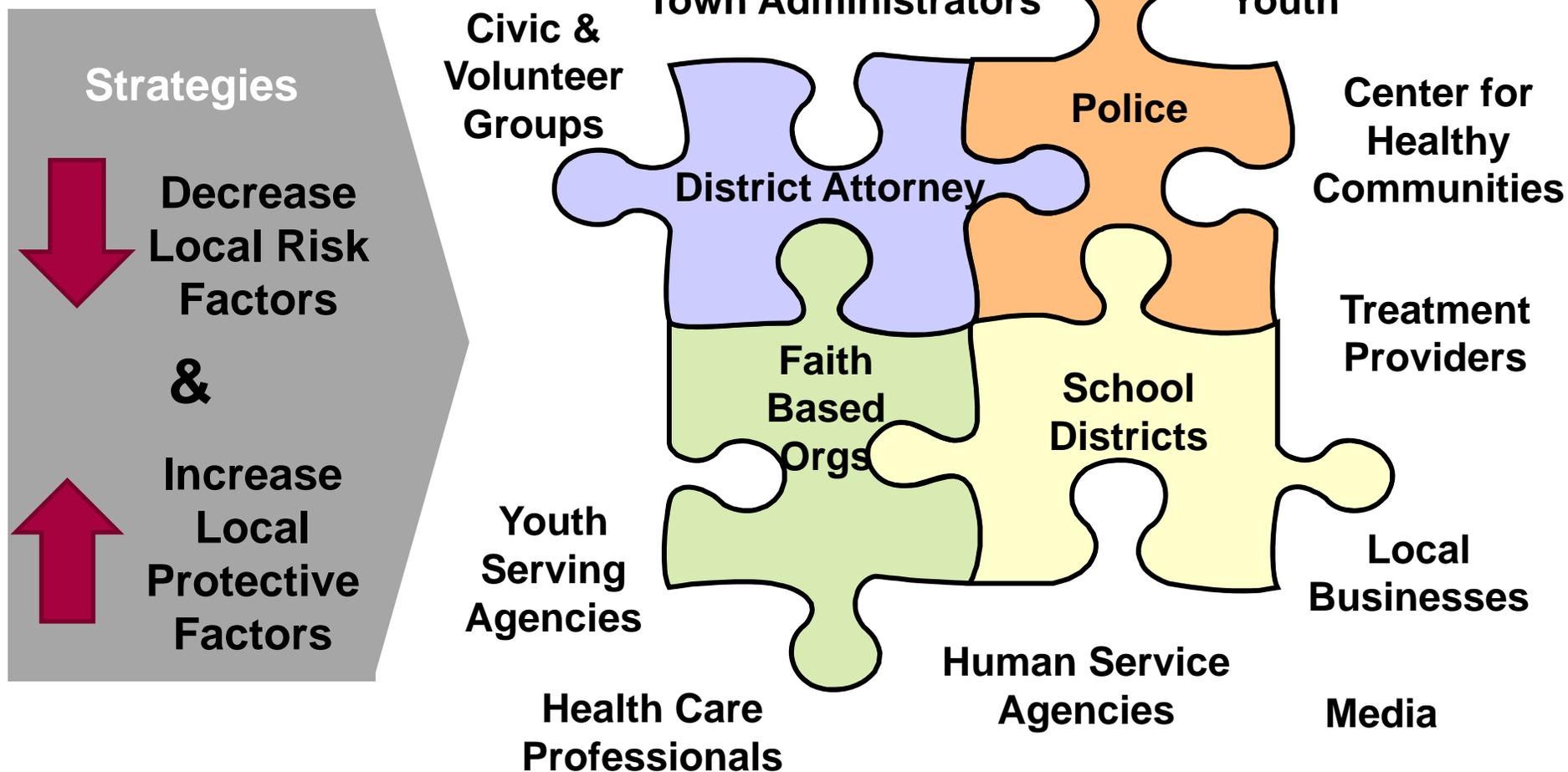


# The Right “Ingredients” of Leadership and Funding

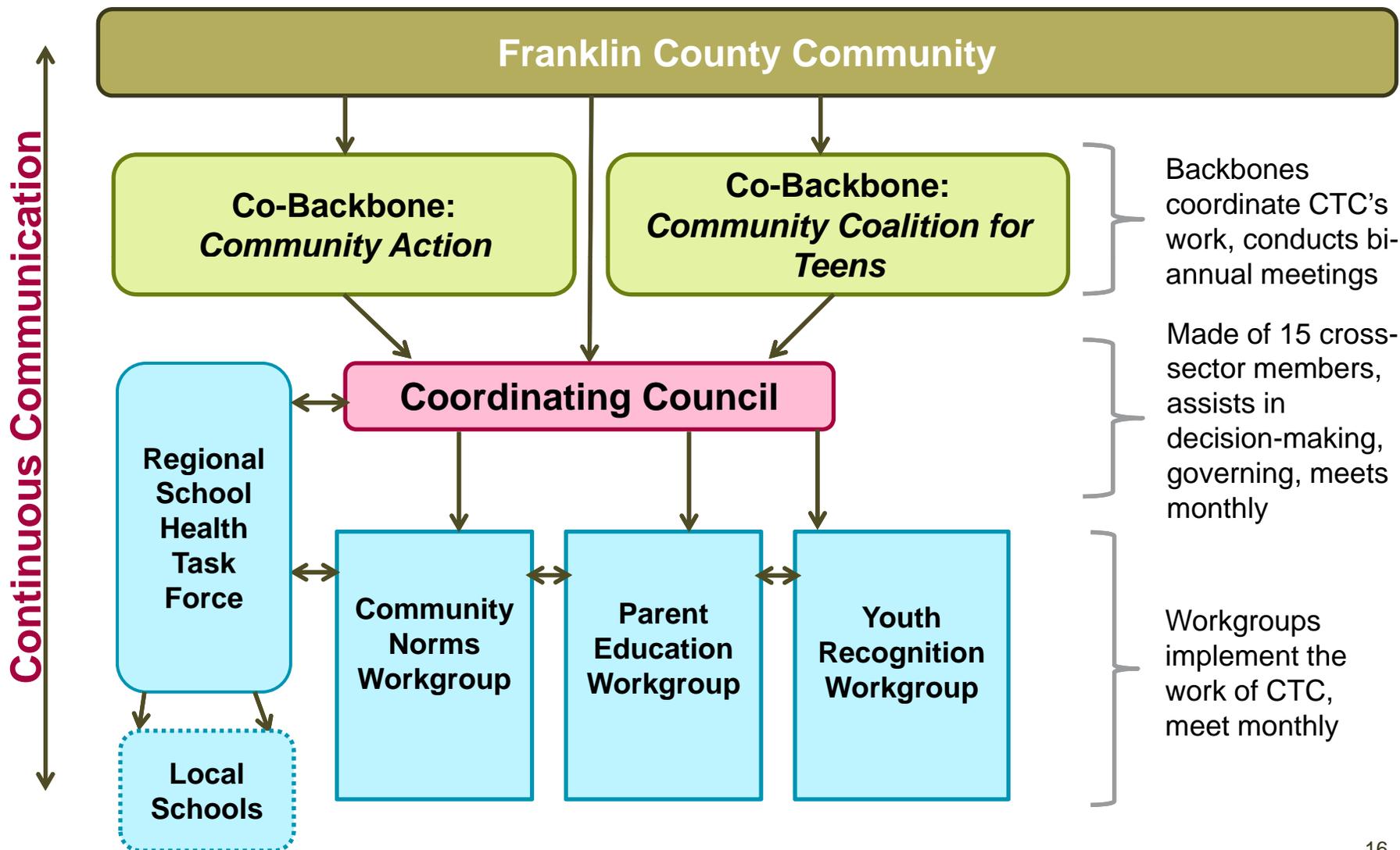
## *Ingredients for Catalyzing the CTC*



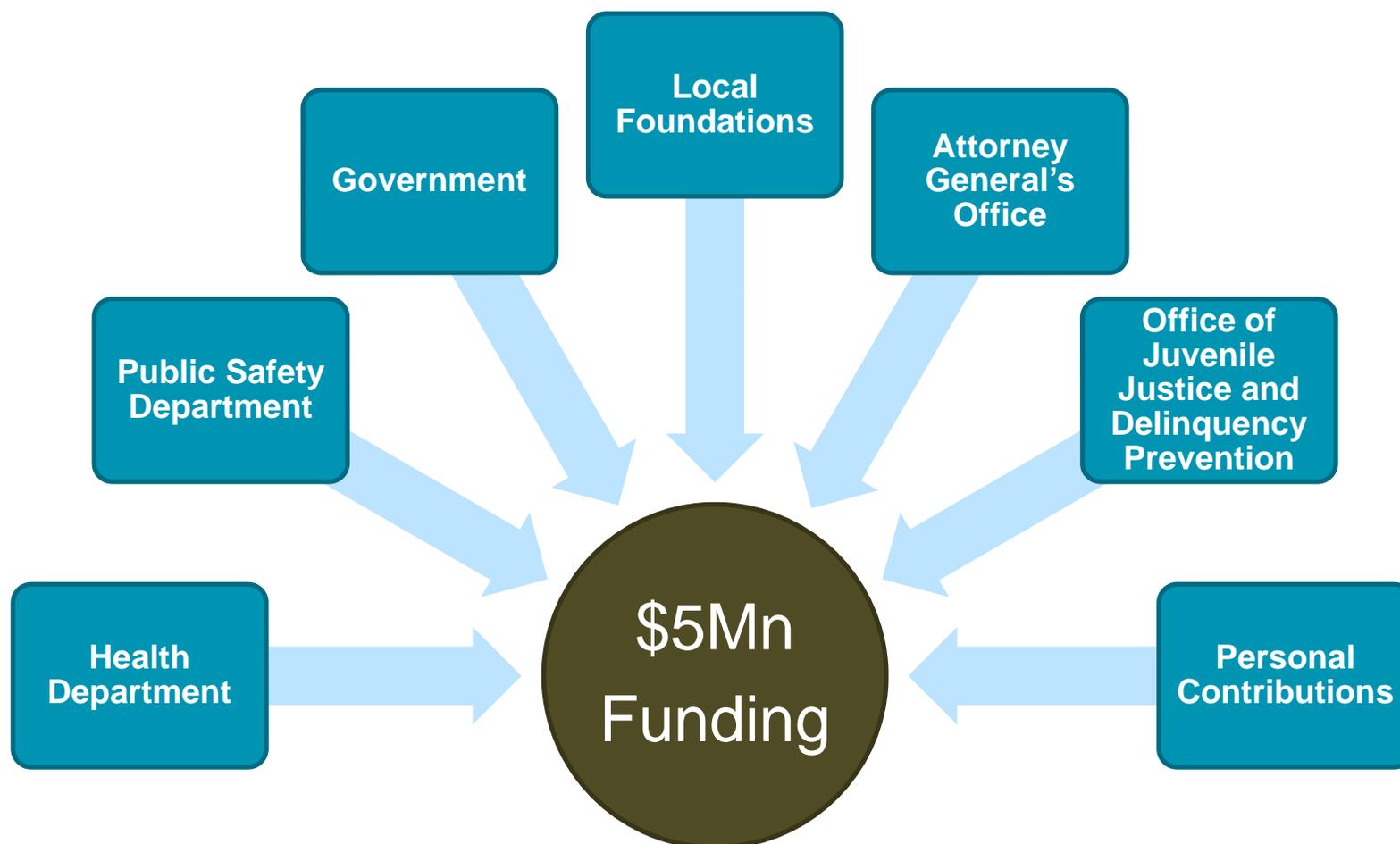
# CTC Strategies and Stakeholders



# CTC's Success is Driven by a Structure That is Both Rigorous and Flexible

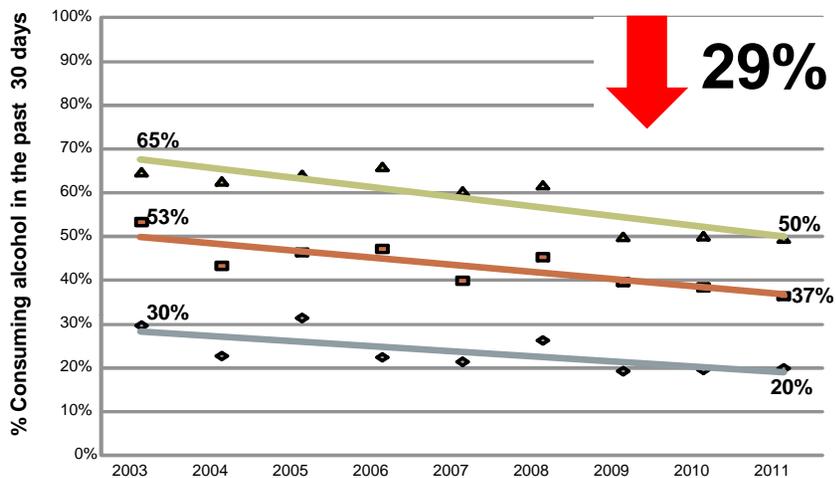


# CTC's Funding from Multiple Sources

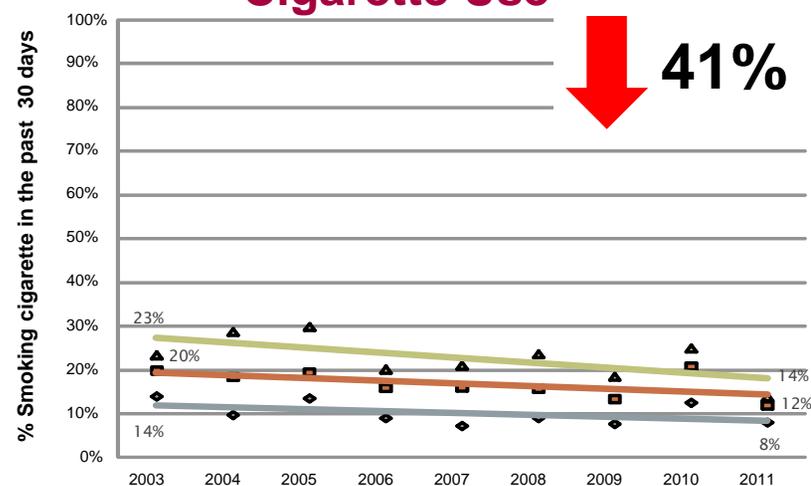


# CTC's Results

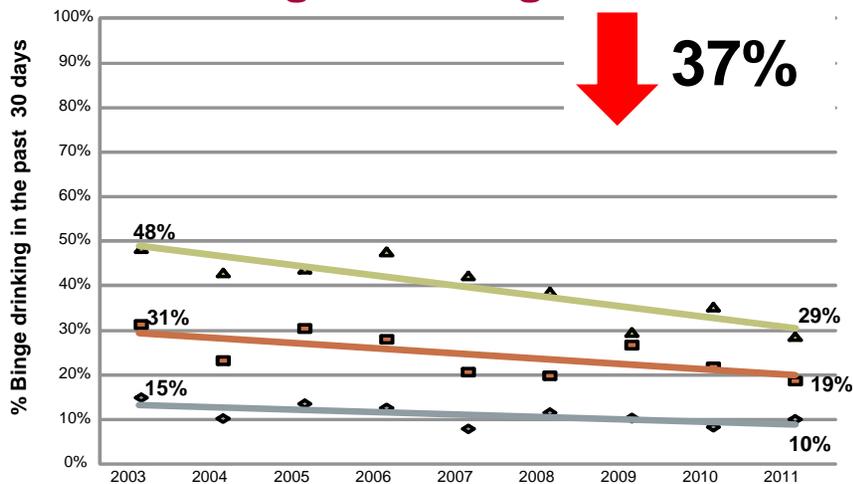
## Alcohol Use



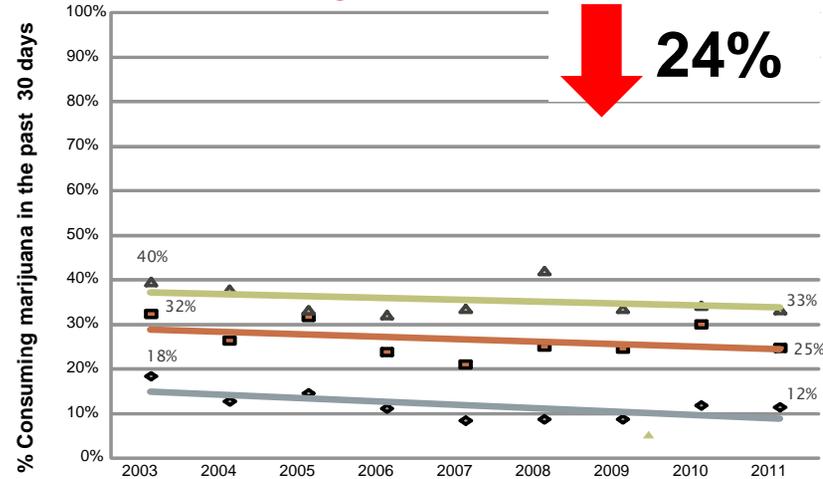
## Cigarette Use



## Binge Drinking



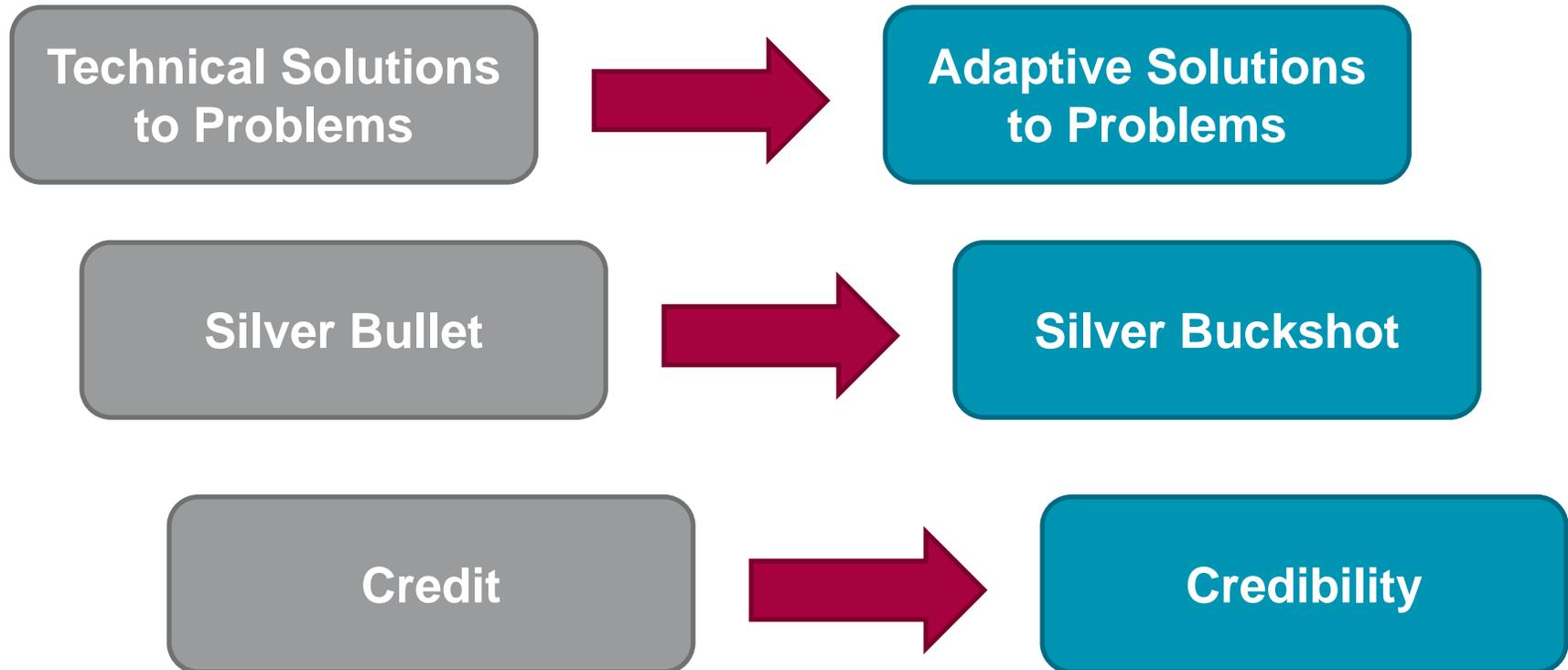
## Marijuana Use



# Communities that Care Video

# How to Implement Collective Impact

# Effective Collective Impact Requires a Mindset Shift



# Launching a Collective Impact Initiative Has Three Prerequisites



## Influential Champion

- **Commands respect** and engages cross-sector leaders
- **Focused on solving problem** but allows participants to figure out answers for themselves



## Financial Resources

- **Committed funding partners**
- **Sustained funding** for at least 2-3 years
- **Pays for needed infrastructure and planning**



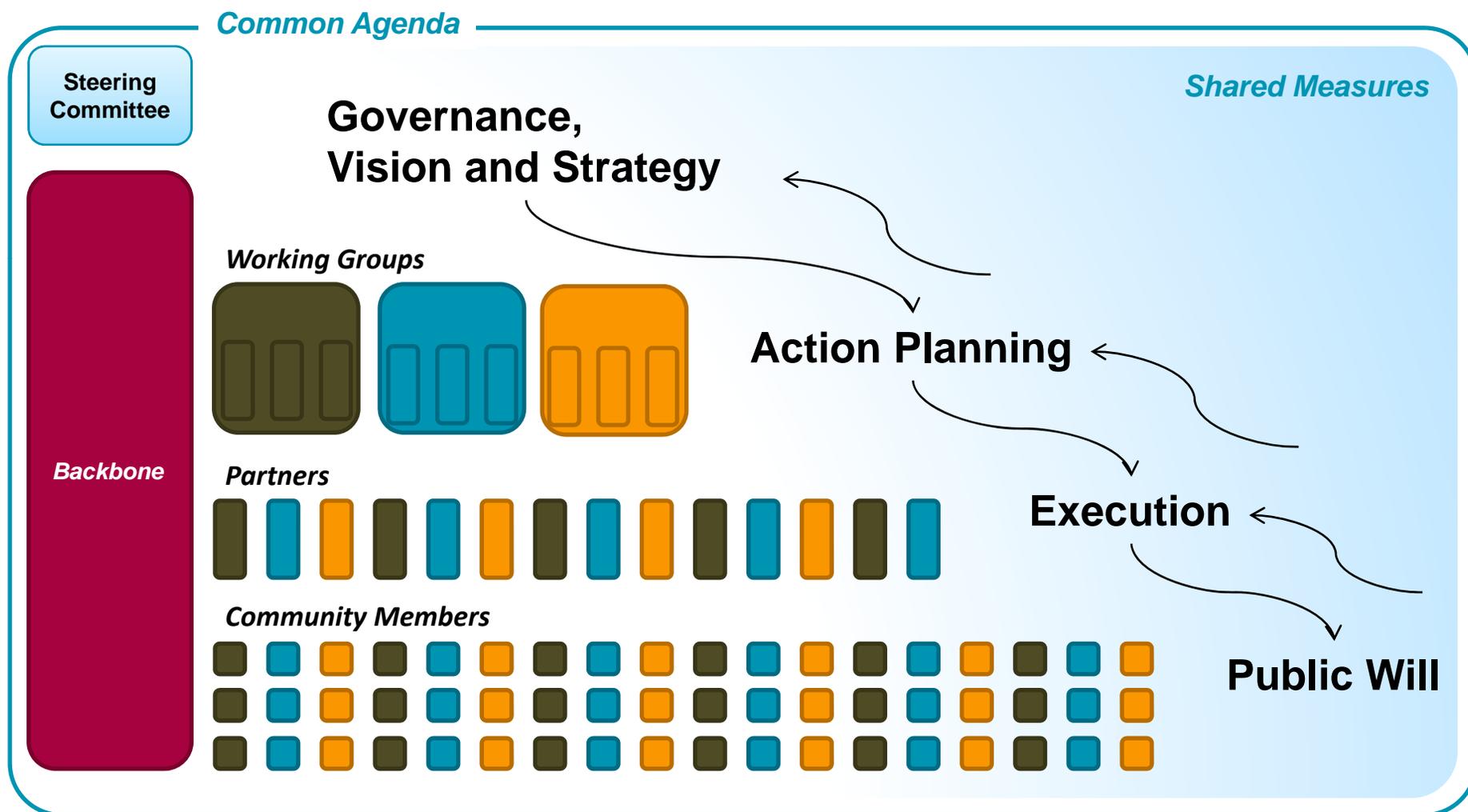
## Urgency for Change

- **Critical problem** in the community
- **Frustration** with existing approaches
- **Multiple actors** calling for change
- **Engaged funders and policy makers**

# Collective Impact Efforts Tend to Transpire Over Three Key Phases

<i>Components for Success</i>	<b>Phase I Initiate Action</b>	<b>Phase II Organize for Impact</b>	<b>Phase III Sustain Action and Impact</b>
<b><i>Governance and Infrastructure</i></b>	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b><i>Strategic Planning</i></b>	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
<b><i>Community Involvement</i></b>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b><i>Evaluation And Improvement</i></b>	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

# Collective Impact Is Best Structured with Cascading Levels of Collaboration



# The Starlings at Otmoor



# The Backbone Can Be Described through Metaphor

- *“(They are) kind of like **the quarterback**—doesn’t end up in the end zone, but they’re the ones handing it off, making a pass or calling a different play if the defense looks different.”*
- *“I’m at a lot of events with people in the know who don’t understand what these backbones do. But they are doing what they are supposed to do—the work **behind the scenes**. They both fill a role that, if it weren’t for them, no one would be pushing certain items.”*
- *“They are an **umbrella** that can say, ‘this is an issue, let’s address it together.’”*
- *“(The backbone) has also formed **a bridge** between early childhood agencies, corporate leaders, and funders.”*

# In Catalyzing Social Change, Collective Impact also Depends on Essential Intangibles for its Success

## Collective Impact's Intangible Elements

- **Relationship and Trust** building



- Fostering **Connections** between People



- **Leadership** Identification and Development



- Creating a **Culture of Learning**



- The Power of **Hope**



# Benefits and Challenges of Collective Impact in Rural Contexts

## ***BENEFITS***

- Close relationships
- “We’re all in this together”/connectedness mentality
- Ability to influence local policy
- Ability to innovate

## ***CHALLENGES***

- Limited funding
- Removed from state/federal policymaking
- Limited nonprofit infrastructure
- Close relationships

## Some Ways Businesses Can Be Involved

- Serve on the initiative's **steering committee**; be part of the planning process

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- Collaborate with high schools and post-secondary institutions to **ensure curriculum and student behaviors meets workforce needs**

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- Provide **work-based learning opportunities**

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- Champion** the effort with other community members

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- Sponsor competitions** to solve real-world problems of interest

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- Help design and track **success measures**

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- Work through **professional associations**, or as **individual** employers

# Thank You!

*To talk more with FSG about Collective Impact:*

- **David Phillips, Consultant**  
[david.phillips@fsg.org](mailto:david.phillips@fsg.org)



***Collective Impact resources available on FSG's website:***  
<http://fsg.org/KnowledgeExchange/FSGApproach/CollectiveImpact.aspx>