



Community Engaged Collective Impact

Community Foundations Leadership Framework

The community foundation is a community partner that creates a better future for all by pursuing the community's greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results.

Community Foundations Leadership Framework

Four preconditions to successfully exercise leadership:

- » *Values, culture and will* – built on community-focused results oriented approaches and willingness to take risk.
- » *Credibility* – built on inclusive, persistent relationship building.
- » *Resources* – staffing, information & communications systems, networks, and a revenue model.
- » *Understanding and skills* – to recognize and act on trends and policy changes with cultural competency.

Collective Impact

The commitment of a group of cross-sector actors to a common agenda through alignment and differentiation of efforts.

Stakeholders across the community have a vested interest in improving outcomes, and that these outcomes depend on a complex range of challenges that can only be improved through a systematic and coordinated approach owned by the many relevant players.

Collective Impact

- **Common Agenda**
 - a shared vision for change, common understanding and a joint approach.
- **Mutually Reinforcing Activities**
 - actions taken that are both differentiated and coordinated through a plan.
- **Continuous Communication**
 - consistent and open to build trust, assure mutual objectives, and appreciate common motivation.
- **Shared Measurement**
 - collecting data and measuring results to ensure activities remain aligned, decisions are data-driven, and participants hold each other accountable.
- **Backbone Support**
 - coordinates and manages the day-to-day including stakeholder engagement, communications, data collection and analysis, and other responsibilities.



Prosperity Indiana Theory of Change

Adaptive Prosperity Framework

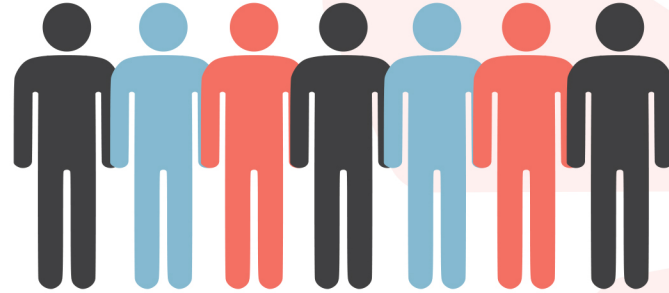
- Empowered individuals build relationships and networks, which leads to an understanding of community health and wealth.
- Formal and informal leadership bring shareholders to organize and execute a shared vision, mobilizing community assets, exchanging resources, intentionally collaborating, and constantly adapting.
- **Just as every community is different, adaptive prosperity is ongoing, never looking the same.**

DEVELOPING INDIVIDUAL STRENGTHS, ASSETS, AND TALENTS



A person's assets are a balance of strengths and talents in 7 different areas.

7 ELEMENTS OF INDIVIDUAL STRENGTH

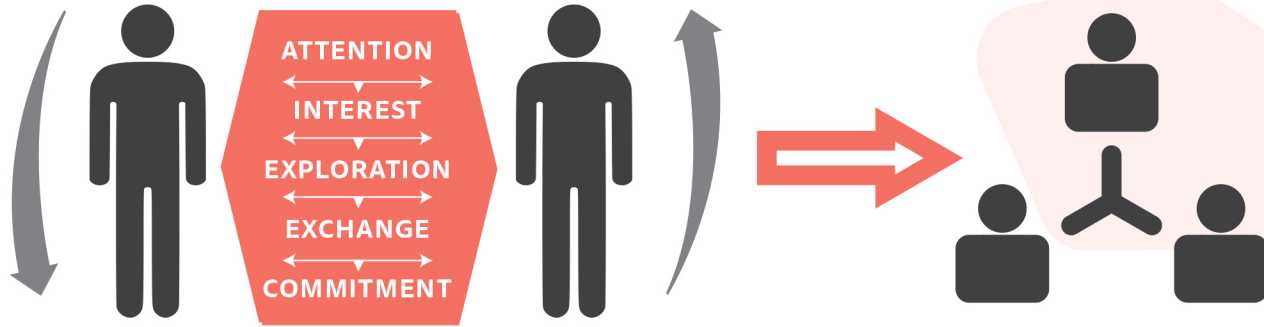


PHYSICAL
SOCIAL
EMOTIONAL
INTELLECTUAL
ENVIRONMENTAL
FINANCIAL
SPIRITUAL

Community Starts with Neighbors

- Start with a whole-person philosophy: preferences, strengths, needs, and goals of individuals and families driving a plan across multiple life domains.
- Asset-based Community Development: every person has gifts, talents, and passions to contribute.
- Every person can learn to exercise leadership.
- Internal connections – breakdown “them” vs “us”.
- Build connections between community and the outside.
- Empowerment and leadership development create capacity.

PEOPLE BUILD RELATIONSHIPS & NETWORKS



Relationships are a shared story where interests and assets meet, networks form, and people act on mutual commitments.

Relationship Building

- Relationships are a shared story where interests and assets meet, networks form, and people act on mutual commitments.
- Relationship building is the key to exercising leadership because it is the association of people with each other that creates a whole greater than the sum of its parts.
 - Attention - instigation
 - Interest – vulnerability and openness to engage
 - Exploration - asking and answering questions
 - Exchange – what can I contribute to or learn from the relationship
 - Commitment – the end not the beginning

*Based on the work of Marshall Ganz, JFK School of Government

Relationships Build Networks

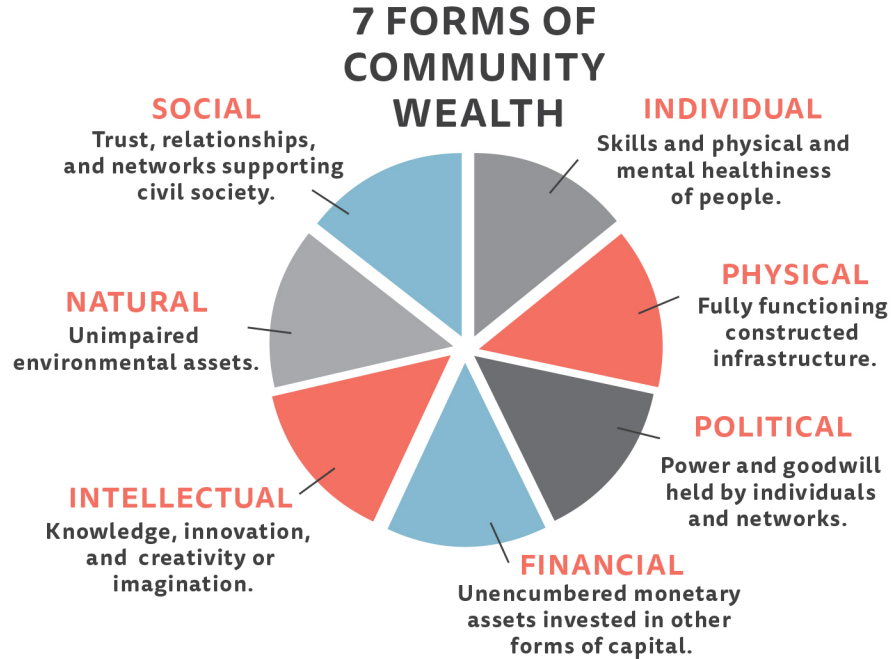
Relationship make US a new link in someone's social network, as they do in ours.

“Social networks are the threads from which society is woven, the social networks we choose to draw upon to form an organization, or use the organization... is the most critical strategic choice we can make.” -MARSHALL GANZ

- Strong Ties - homogeneous
- Weak Ties - heterogeneous

*Based on the work of Marshall Ganz, JFK School of Government

RELATIONSHIPS BUILD COMMUNITY WEALTH



As relationships grow and interests overlap, people identify and invest **assets** to grow wealth.

Wealth = Collection of Capital

- Capital can be invested and grown—or depleted—in ways that increase or decrease a community's current wealth and its future prospects (inflow-invest / outflow-use / no flow - stagnation).
- Each capital is a collection of one category of related resources.
- Every region has a stock of each capital—meaning the combined quantity and quality of the many components.
- Know your capital inventory.
- Identify underutilized capital.
- Act across capitals
- Strengthen capital
- Avoid harm

*Based on the work of Wealthworks and Yellow Wood Assoc.

LEADERSHIP MOBILIZES A COMMUNITY'S ASSETS TOWARD A SHARED VISION



Relationships are a search for and development of **leadership in community shareholders**. **Shareholders** build relationships (organize), formulate strategy (decide), and collectively execute (act) on a shared, achievable vision.

Vision Casting Vs. Problem-Solving

“Visions are subjective expressions of our values manifested in the form of a possible future. A vision is defined by what we are for rather than what we are against.” – GABRIEL B. GRANT

- Communicating in terms of problems can lead to denial, resistance, and polarization.
- Focusing on problems limits thinking to solutions that are “good enough”.
- “Rebound effect,” when symptoms come back stronger because the solution avoided an *unwanted* outcome and failed to create the *desired* outcome.
- Communicating in terms of a vision may inspire others and create opportunities for finding alignment.
- Focusing on a possible future expands thinking to alternative solutions or paths.
- Visions identify root causes or integrative solutions that lead to the desired outcome.

SHARED VISION IS ACHIEVED BY MOBILIZING COMMUNITY ASSETS, EXCHANGING RESOURCES, INTENTIONALLY COLLABORATING, AND CONSTANTLY ADAPTING.



Comprehensive Community Development

- Achieving prosperity requires a vision for change which goes beyond solving problems across the interplay of governmental, commercial, and mission-based activities.
- Community developed visions for change that help solve complex problems are only solved by cross-sector strategy — the mutually reinforcing activities collective impact.
- Comprehensive community development is collective impact that builds on the strengths and potential of all parts of a community, from empowered individuals to entire sectors.

Comprehensive Community Development Is Asset-based Community Development

- Focus on Assets (need-based)
- Build from Opportunities (vs problem-solving)
- Investment Orientation (not charity)
- Emphasis on Associations (agencies)
- Focus on Community (people in places)
- Empowerment Orientation (not service)
- Power Comes from Relationships (not credentials)
- People are the Answer (not programs)
- People are Citizens (not clients)

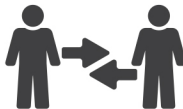


Theory in Action

ORGANIZE



**RESIDENT
LEADER
TRAINING**



**LISTENING THROUGH
ONE-ON-ONE
CONVERSATIONS**



**REPORT
BACK**

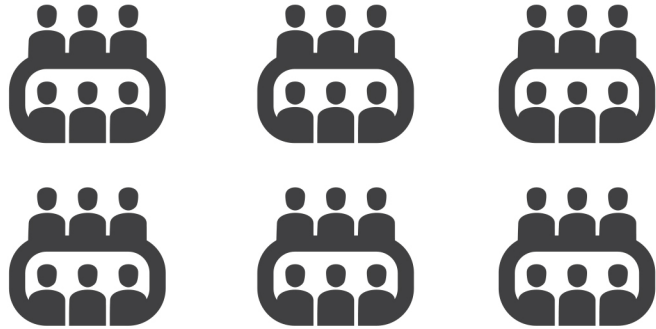
AUDITIONING LEADERSHIP AND LEADERSHIP DEVELOPMENT ONGOING

DECIDE

PLANNING/STEERING COMMITTEE

VISIONING

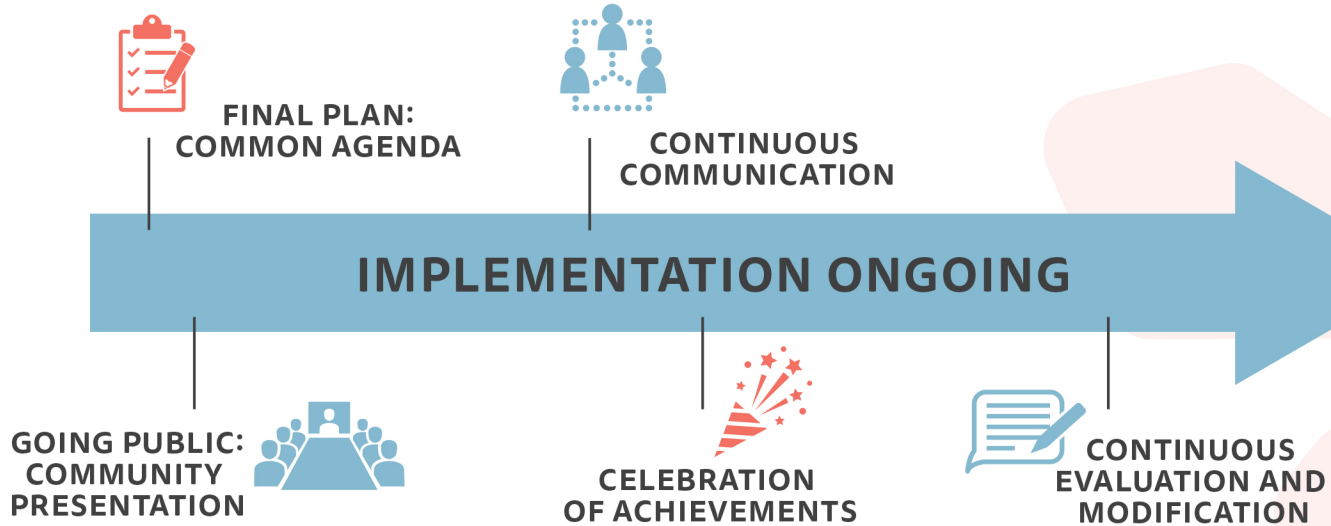
WORK GROUPS



**SMART GOALS
ACTION PLANS**

**DRAFT
COLLECTIVE
IMPACT PLAN**

ACT



Discussion Questions

- Does your culture permit, encourage, or punish risk?
- Do you work cross sector and cross silo?
- Where do you most often build relationships?
- Has your organization experimented with collective impact?
- Do you seek out new voices to mobilize individual, social, and political capital?
- Which is more personally comfortable vision casting or problem solving? Explain.
- What did you mean by that...?