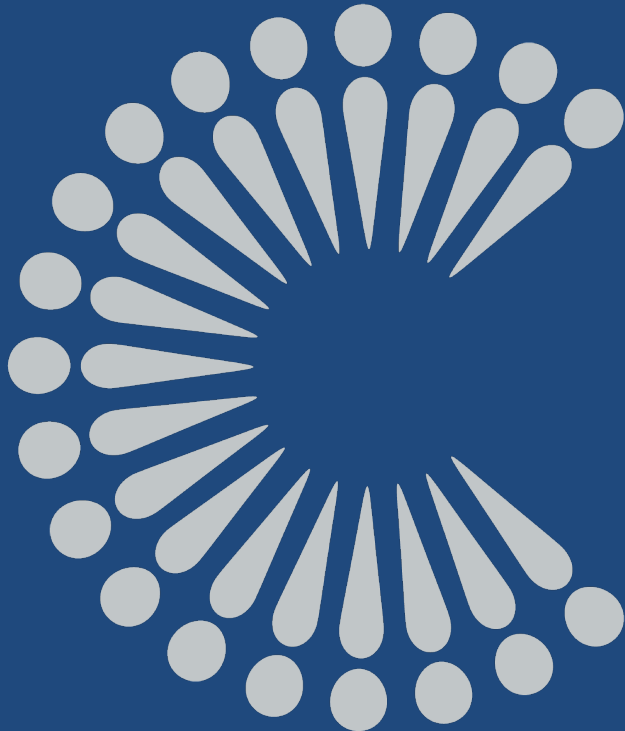


# **The First 12 months**

## **The Backbone role**



**A Step by Step Guide**  
**by Paul Born**

# Opening Thought

“if only it were that easy”

## Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

1

### Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

2

### Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3

### Mutually Reinforcing Activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

4

### Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

5

### Backbone Support

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

# SIX CORE BACKBONE FUNCTIONS

**Guide Vision and Strategy**

**Support Aligned Activities**

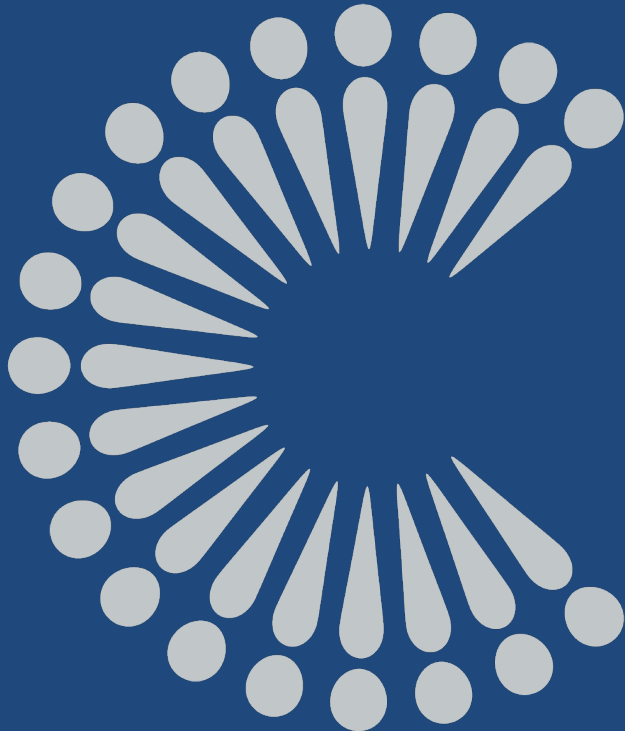
**Establish Shared Measurement Practices**

**Build Public Will**

**Advance Policy**

**Mobilize Resources**

**The reason for a 12 month journey is to collectively understand and commit to the change we need.**

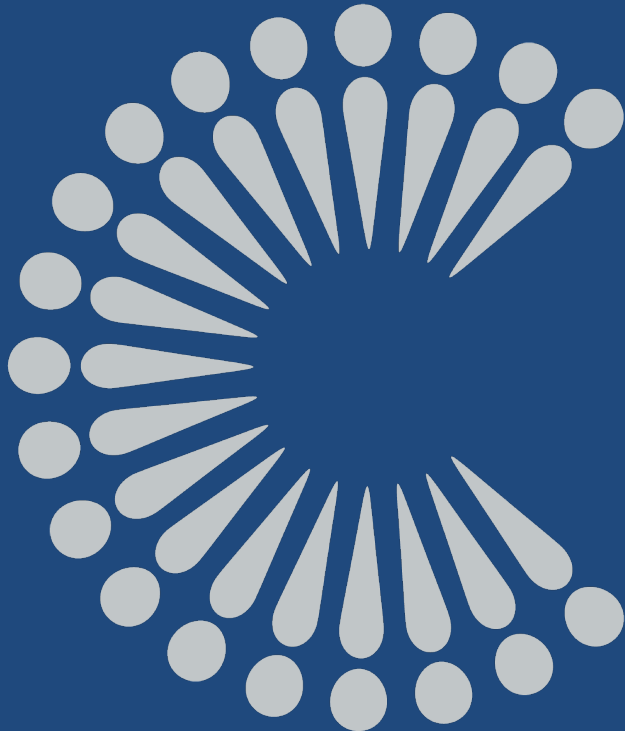


**Discuss this quote:**

**“if we knew what to do  
we most likely would  
already be doing it**

# The most compelling reason for a collective impact

Discuss this quote:



**“if we all change just a little bit, I am pretty sure our impact would be much greater than the result of even the best community organization”**

# Transformational Work

- Moving “the system” from incremental change to transformational change thinking
- Catalyzing collective leadership
- Our work is to help system leaders to
  - Help people understand the greater system and the complexity of which they are a part.
  - Foster a different, deeper type of dialogue that leads to greater clarity, understanding of difference and innovation.
  - Shift collective focus from reactive problem solving to co creating the future

# Transformational Work

- Five shifts in Perspective
  - From deficit based to asset based
  - Putting trust and relationships at the centre
  - Shift to inclusive data
  - Energy (knowing who and what to emphasize)
  - Finding blind spots



## While collective impact evolves based on local context, these phases provide a guide to thinking about an initiative's maturity

<b>Components for Success</b>	<b>Phase I Pre-Launch</b>	<b>Phase II Initiate Action</b>	<b>Phase III Organize for Impact</b>	<b>Phase IV Implementing and Sustaining Impact</b>
<b>Governance and Infrastructure</b>	Core team of local cross-sector stakeholders determine feasibility for collective impact	Identify champions and form cross-sector Steering Committee	Create backbone infrastructure; form work groups	Facilitate collaboration across groups; refine structure as needed
<b>Strategic Planning</b>	Hold dialogues about issue, community context, and available resources	SC members share understanding of problem and vision for change in preliminary common agenda	Finalize full common agenda (common goals and strategic priorities) and how it will be pursued	Data is used to learn, improve, and refine strategies and metrics
<b>Community Involvement</b>	Community stakeholders engaged to provide input on appropriateness and readiness for CI	Engage the community to help frame common agenda	Engage community and build public will around common agenda, and to identify / lead strategies	Community participates in decision-making / implementation; Consistent external updates shared
<b>Evaluation And Improvement</b>	Determine if there is consensus/urgency to move forward	Key issues and gaps are identified by SC using data and stakeholder input	Establish population level goals and shared measures (indicators, measurement, and approach)	Data is collected, tracked, reported and used by partners to learn and improve

# 12 month hard deliverables

## **The simple targets:**

- Build Community Will to address the issue
- Draft a plan (Common Agenda and Shared measurement)
- Formalize the network that will adopt and implement the plan (mutually reinforcing activities) and practice working together
- Agree on a governance model that will make the plan live (the backbone role)
- Raise the funds (partners) to implement the strategy

# The first 12 months action

- Engage a small team of people you trust
- Build trust – ask, “what is the change we want to see”?
- Map the system you want to engage in the change you want to see
- Invite system leaders to join your group, welcome diversity. Develop an engagement strategy.
- Build trust – learn everything you can from everyone you can - about the change you want to see.

# The first 12 months actions

- Build trust – understand relevant and obscure data. Discuss it with everyone.
- Keep track of everyone, communicate with them regularly. (Database, direct mail etc.)
- When people are inspired to act, encourage them, help them. Share what they do with everyone.
- The momentum builds – use this to consider your next step. Take the next step together.

# What have they accomplished?



# Des Moines Iowa year one

Staff  
support

Leadership  
roundtable

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Listening  
Team

**Data**  
**team**

---

Action  
Team

Action  
Team

Action  
Team

# Opportunities 2000 – Vibrant Communities

## \$1 million per City:

- \$5,000 to explore and build community will
- \$20,000 to build a plan
- \$100,000 a year for 5 years matching
- \$50,000 a year for years 6 and 7
- \$50,000 a year coaching and learning support

## In return

- Learn together
- Common evaluation
- Annual theory of change
- Do what you said you would – but not exactly

# Backbone role is Emerging

- An individual convenes the discussion
- A small team leads the exploration – most are paid by their own organizations and are giving their time
- A leadership roundtable is formed
- Staff support the work, at times a key staff person is hired, other times consultants
- Strong organization with charitable status is sponsor or fiscal agent.



# Communicate your idea

- A data base of names is one of your greatest assets. Actually worth a \$1 million.
- Find a reason to communicate weekly – have various products:
  - Newsletter
  - Data sheets
  - Stories to inspire
  - Social media
- The stories you share shape the behaviours you want to see more of.

# Build an Engagement Strategy

## **Inform - Consult – Involve is a package**

- Excellent brochures, website, be creative
- Community conversations
- Learning Events
- Tours, movies, dinners, etc.
- Big events and kitchen table events

## **Make it formal:**

- Develop plan
- Set targets
- Establish budget
- Allocate leads to each strategy

# Draft a Plan

Table of contents:

- Executive Summary
- Who are we, the consensus we have reached and why a collective impact approach?
- What is the change we want to see?
- What is happening now?
- Vision and Goals
- Strategy and Targets
- Governance Model
- Budget
- Appendices that support what we say

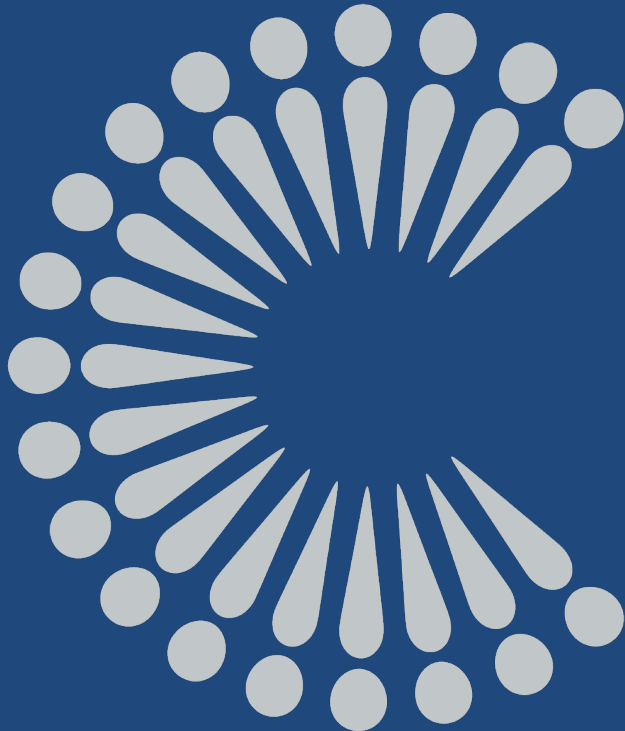
# Formal Backbone is Established

- Governance model is adopted
- Staff is hired
- Group incorporates or sponsored
- Sponsoring organization defines HR policies, financial policies, legal policies.
- Sponsoring organization gives strategy and operations responsibility to LRT. Most often has two seats on LRT.

# Closing Thought

“if only it were that easy”

**Why is it important  
you are here today?**



**Share your Story and  
questions**

# CHAMPIONS FOR CHANGE

Leading a Backbone Organization  
for Collective Impact

MARCH 24-26, 2015  
WASHINGTON, DC



**COLLECTIVE  
IMPACT FORUM**



**TAMARACK**  
An Institute for Community Engagement

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