



TOOL | BRINGING THE HEART INTO COLLECTIVE IMPACT: MEMBER MOTIVATION

TIME REQUIRED: 60 MINUTES

Collective Impact and collaborative efforts are focused on improving community conditions. Too often, we forget about the motivation of the key partners engaged in the shared work. This tool will help collaborative groups better understand member motivation and bring the heart into Collective Impact.

USING THIS TOOL WILL HELP YOU:

- Understand the motivation of key members of the collaborative table
- Build a shared understanding of the issue and how each member is connected to the issue
- Access resources to inform this conversation

OVERVIEW

Personal motivation is powerful. Motivation is the reason and driver for people's actions, desires, and needs. Motivation is also one's direction to behavior, or what causes a person to want to repeat a behavior. Motivation comes from within the individual.

Understanding what motivates the key stakeholders in a Collective Impact or collaborative effort is important when building a shared agenda for change. Too often Collective Impact efforts focus on the community change task at hand. This tool will enable community change and Collective Impact facilitators to engage their key stakeholders, learn about the factors that motivated them to join the table and build a shared understanding of the collaborative task. This is a simple tool and can be used at any time during the formation and early stages of the Collective Impact effort. It can also be used when recruiting new members to collaborative tables to understand their motivation.

THE TOOL

STEP ONE: INITIATE THE CONVERSATION: The First Question

The conversation can happen at any meeting of the collaborative table. This can be a large group conversation or small group conversations. If it is a large group conversation, ensure there is enough time for each member to speak (approximately 5 minutes per person). If a small group conversation, allow for enough time to ask each group to share the themes that have emerged from their small groups.

Begin the conversation with this question: *Why is it important that I am here today?*

This question asks individuals to share what motivated them to show up.

STEP TWO: IDENTIFY THE KEY THEMES EMERGING FROM THE CONVERSATION: The Second Question

The next step is to identify the key themes emerging from the responses to the question. Are there common themes across the individuals in the collaborative group? Are there unique motivations that need to be considered? Are there unique gifts or issues that emerge?

For this part of the conversation, you might ask the group to identify the key themes that they heard. This is another way to engage individuals in the conversation.

The Second Question: *What key themes are emerging in our conversation?*

A POWERFUL QUESTION IS:

- Open ended
- Comes from a beginner's mindset
- Is clear and succinct
- Is impactful
- Happens in the moment

Source: [How To Ask More Powerful Questions, Forbes \(2017\)](#)

STEP THREE: INTEGRATING RESULTS: The Third Question

The final question in the conversation seeks to integrate the key themes and build a powerful shared motivation for the work.

The Third Question: *How do we integrate these themes into our shared agenda for change?*

This question is integral to build commitment and shared ownership to the collaborative and collective agenda. Understanding and integrating the individual motivations of the key team members can build a strong base for the future.

PRINCIPLES FOR USING THIS TOOL

- Build enough time for this important conversation to occur.
- Do not cast judgement but seek to listen deeply and learn about all individuals around the table.
- Make sure that all voices in the room are heard and considered. If your group is large (over 10 participants), you might want to break into smaller groups to engage everyone.
- Follow all the steps in the process. You will learn what is important to individuals and what is not.
- Document the process. This will provide a good orientation for individuals who might join the collaborative later.
- Integrate the shared motivation into building the common or shared agenda.

THE TOOL IN ACTION

Hamilton Roundtable for Poverty Reduction. Starting on the Right Foot.

“That first meeting was incredibly important,” says Carolyn Milne. “We had talked to Vibrant Communities for advice and Paul Born made a crucial suggestion. We were struggling with how to define poverty for the purpose of the meeting. He advised us to put the question to the group. So we did. We asked each person around the table to describe what poverty meant to him or her. As each person— most of them well-off and in positions of influence— as they described their definitions of poverty, we discovered that many of them had lived through periods of poverty earlier in their lives. It was an emotional sharing of perspectives that set the tone for the group. The work, though it would take place on a city-wide stage, was intensely felt and understood on the personal level.”

Source: Leadership and Lessons.

http://vibrantcanada.ca/files/hrpr20leadership20and20lessons_0_0.pdf

DIVING DEEPER

How to Ask More Powerful Questions. Forbes Magazine.

<https://www.forbes.com/sites/forbescoachescouncil/2017/12/19/how-to-ask-more-powerful-questions/#26be2bc747dc>

Leadership and Lessons. Hamilton Roundtable for Poverty Reduction.

http://vibrantcanada.ca/files/hrpr20leadership20and20lessons_0_0.pdf

What Keeps Steering Committee Members Coming to Meetings? (Hint: F-words!). Collective Impact Forum. <https://www.collectiveimpactforum.org/blogs/52646/what-keeps-steering-committee-members-coming-meetings-hint-f-words>