

Collaborative Leadership and Governance - February 23, 2023

Chat notes summary

Who is in the Room? Describing your role in a collaborative.

Role	Number of Participants
I am a member of a collaborative table working to advance a new program or service.	
I am convening partners to help my organization advance a new program or service.	10
I am a member of a coalition of organizations working together to advance policy change.	
I convene partners to work on a collective impact effort.	4
I am a member of the collective impact leadership table.	
I am staff member (backbone team) of a collective impact effort.	4
Other <ul style="list-style-type: none"> • Organization looking to convene partners • Consultant working with several coalitions • Elected official wanting to support / enable collaborative work within a community • Looking to develop collective impact knowledge and skills, work with several organizations • Consulting on change for a collaborative health care group • I need to convince people first of the need for partnership before convening them • Funder who supports collaborative cohorts 	7
I play multiple roles - many of you identified multiple role	15

Resources:

- Collaborative Governance and Leadership [Resources Page](#)
- Wilder Foundation – [Collaboration Factors Inventory](#)
- Liberating Structures – [15 % Solution](#)
- Fearless Consulting – [Culture Design Canvas](#)
- Book Suggestion: **Commanding Hope** by Thomas Homer-Dixon
- Session Lab – <https://www.sessionlab.com/library>
- Civic Capacity Index - <https://engagement.colostate.edu/civic-capacity-index/>

- Collaboration Cycle Article – [Link](#)
- Collaborative Leadership and Governance [Resources](#)

Questions Raised During the Collaborative Leadership and Governance Workshop

- *Can you give an example of backbone infrastructure?*

Backbone infrastructure is a condition of collective impact. While many consider backbone infrastructure to refer to staff who are hired to manage the collective impact effort, a broader perspective includes the leadership table and staff as the backbone team which manages the strategic guidance and oversight of the collective impact work.

- *I'm a bit confused about "mutually reinforcing activities", is that for the groups within the collective impact initiative or is that thinking of how the initiative's activities are mutually reinforcing what's happening in the broader ecosystem?*

Mutually reinforcing activities usually refers to the partners engaged in advancing the shared agenda of the collective impact effort. Mutually reinforcing activities can describe how the different programs and services of the partners might be joined up together to provide a more seamless system of support in the community. In some cases, a single organization may lead on a mutually reinforcing activity because it aligns with that organization's core purpose. In other cases, several organizations might partner together. An example of several organizations partnering together is the creation of a shared data platform (see [Halton Our Kids Network – Data Portal](#)) which is accessible to the whole community. Another example might be several organizations joining up to create a 'single door' of services (See [Calgary Homeless Foundation](#)).

Comments and Reflections by Participants

- I find a lot of collaboratives go to structure too soon. If you think of form following function, then I'm thinking that vision/purpose/outcomes and guiding principles, including how decisions will be made, should come before structure.
- MOCHA is another great process similar to RACI
- We have used the 5-finger consensus a lot, after we have identified who on the table has 'voting' rights. It really encourages listening and dialogue. You can find more info here: <https://www.leadstrat.com/5-finger-consensus/>
- Yes! We use this too - translates very well to virtual space cause people can vote in the chat. We call it "Fist to 5"
- Another road block is that even if we have the decision maker at the table, they may not have the knowledge or capability skill set to be able to contribute in the way we need - in summary - skill set ability
- Building Trust (additions)
 - Show respect for different kinds of experience.

- To Extend Trust: incorporate Indigenous Cultural Safety & Humility
- Be humble, show humility
- We often speak about meeting clients where they are--i.e. supporting their immediate needs and then trying to move your agenda forward (in our case, financial empowerment supports)
- Show curiosity and a willingness to learn
- Love your point, Jen; a book I am reading talks about balancing realism and optimism
- Grant grace and empathy
- Love the humility suggestion and I would add "Be Kind"
- Be patient...
- I love this too. Acknowledging we aren't the experts, and everyone has experiences that are valid.
- I would say Know the Issues - especially with our polarized culture right now
- Next Steps
 - Application to advisory groups, application for internal collaborations on large change initiatives
 - Present lessons learned to my team
 - I'd really like to see the civic capacity index and use it with my organisation
 - Digging into the Collaboration Spectrum further. see how we can align /compare to the iAP2 Spectrum of Public Participation
 - Self assessments about culture and level of collaboration we have and where we want to go.
 - reviewing the navigating collaboration cycle article
 - reviewing the 6 key collaborative governance documents to update our table's governance structure
 - prototype the culture design canvas with my newly formed backbone team and consider using it to guide the new project as it launches
 - work with my team to look at how we can work more collaboratively with communities. Being in a hospital setting, things are often top down, but how do we look at our processes and utilise the culture design canvas
 - As we build to launch our collaborative, I think the "100 cups of coffee" idea is a great approach to help set up for success. Maybe some of them will be decaf 😊
 - Review some of the tools shared today and select 1-2 that could help our new collaborative group explore purpose, values, alignment, and gaps