



*A Tamarack Workshop*

# Collaborative Governance and Leadership

February 23, 2023 – 1:00 – 4:30 pm  
Liz Weaver, Co-CEO, Tamarack Institute  
[liz@tamarackcommunity.ca](mailto:liz@tamarackcommunity.ca)



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## Gratitude & Acknowledgement



*We invite you to share your location*

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet, and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.



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## Workshop Facilitator



Liz Weaver



Stephanie Murray



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## Our Commitment To Learners

1. To bring **new** and **relevant thinking & approaches** to community changemakers
2. To **co-generate knowledge** – creating opportunities for you to engage with peers and share your amazing work
3. To **share tools** and **frameworks** to move you from ideas to impact using fun, interactive exercises.



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# Who's in the Room?

60+ learners from British Columbia, Northwest Territories, Alberta, Saskatchewan, Manitoba, Ontario, New Brunswick, Newfoundland and Labrador, Nova Scotia, California, Wisconsin, Illinois, Louisiana, New Jersey, and New Zealand

- Non-Profit/Community
- Indigenous-Led
- Consulting
- Education
- Foundations
- Government
- Health
- Justice



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In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



In **Vibrant Communities**, we support cities and local leaders to implement large-scale change initiatives to **reduce poverty, deepen community, build youth futures and address climate transitions**.

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## Navigating Workshop Technology

*Tamarack values safe and respectful learning environments. Individuals disrupting the learning progress of others will be immediately removed from the workshop.*

- We are not recording this workshop
- Keep you webcams on if you are comfortable
- Keep your microphones muted unless you have a question or comment – questions and comments are welcome throughout the workshop
- We encourage you to use the chat box feature throughout the workshop to also share your thoughts, questions and comments
- We will be sending you into small breakout rooms (zoom rooms) at different times during the workshop – these breakout rooms will be self-facilitated
- We will be using MURAL, an online whiteboard software, at different times during the workshop, we will orient you to the software prior to an exercise
- Reach out to Stephanie or Isaac at any time during the workshop for technical assistance or support
- If you must leave the session or get bumped out for any reason, Isaac will let you back in from the waiting room



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## Small Group Facilitation Tips

- Introduce yourselves to each other
- Your group will be together throughout the workshop
- Identify someone who is willing to facilitate
- Identify someone who is willing to report out
- Create a welcoming environment, listen intently and avoid negative comments
- Make sure that everyone in the group is clear about the task
- Welcome participation from everyone - Engage in supportive behaviours
- Have fun and learn from different perspectives
- Thank everyone for their participation



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## Collaborative Description Poll

Enter your response or number in the Chat Box so that we can get to know you better

Here is how I would describe my collaborative work:

1. I am a member of a collaborative table working to advance a new program or service.
2. I am convening partners to help my organization advance a new program or service.
3. I am a member of a coalition of organizations working together to advance policy change.
4. I convene partners to work on a collective impact effort.
5. I am a member of the collective impact leadership table.
6. I am staff member (backbone team) of a collective impact effort.
7. Other



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Small Group Conversation:  
Introduce yourselves to each other

**In the chat box, share your name, organization, location and field of work. Find others who work in the same area as you.**

Example

Liz Weaver  
Tamarack Institute  
Hamilton, Ontario,  
Canada

**Community Impact**



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## Today's Agenda

Pre-Workshop	Workshop   Feb 23, 2023	Post Webinar Coaching
<ul style="list-style-type: none"> <li>• Review the workbook</li> <li>• Access the Collaborative Governance and Leadership resources web page for pre-workshop review</li> <li>• Visit the Wilder Foundations – Collaboration Factors Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome to the Workshop and Making Connections</li> <li>• Setting the Context for the Workshop</li> <li>• Collaborative Governance</li> <li>• Frameworks and Models</li> <li>• Collaborative Leadership</li> <li>• Your next steps</li> </ul>	<ul style="list-style-type: none"> <li>• 1 hour group coaching session</li> <li>• Bring your questions and observations to share with your group</li> <li>• Gain access to additional tools and approaches</li> </ul>



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## Setting the Context



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## Community or Collaborative Agreements

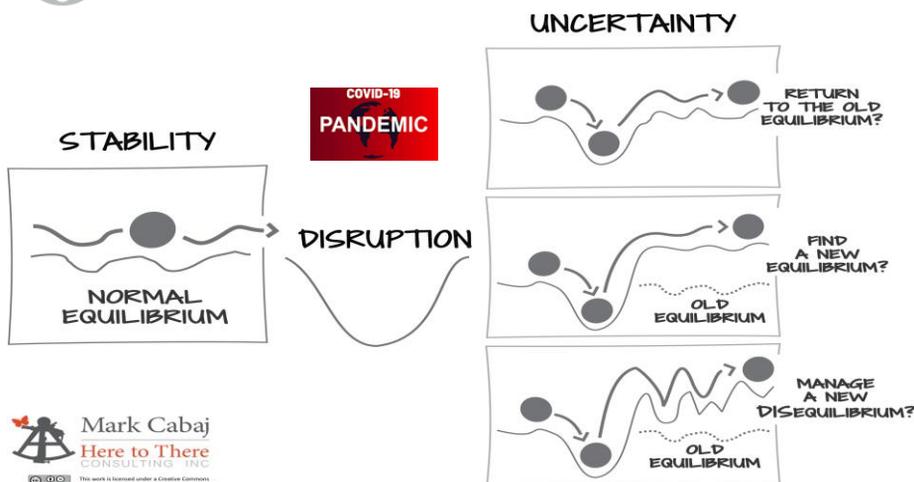
**Pick one that you will hold during the session.**

- Be Present
- Listen, respect each other.
- Take space, Make space
- Start with "I" statements. Define if you move to "we".
- Assume nothing and ask questions.
- Try not to speak in jargon.
- Use a learning mindset.
- Take risks.
- "Tell me more" and "I am curious".
- "Slow down, we don't have much time."
- Trust your intention and own your impact.
- Remember the principle of gratitude and experience joy.
- Expect unfinished business: Sometimes you have to sit with things.
- Stay connected.
- Take care of yourself

Source: Source: [Liberatory Leadership Webinar | Distributed Leadership at LLC: What's Working and What's Hard | Leadership Learning Community](#)



## Setting the Context: Navigating a Changing World



### Navigating the Unknown

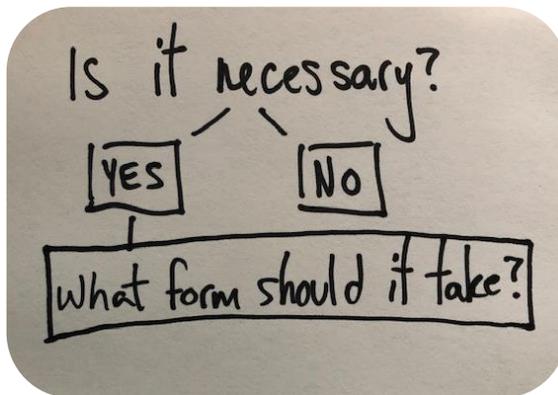
- Focus on Mission
- Control what you can
- Set boundaries
- Let things go
- Other?





### Is Collaboration Necessary?

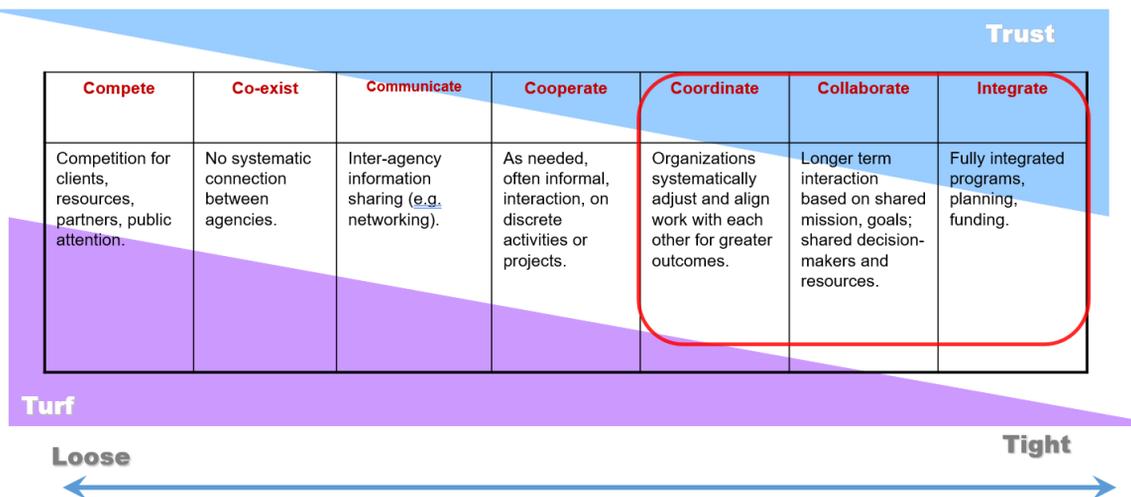
- Programmatic or System-level
- Solution is unclear and complex
- Solution requires interdependence
- Mutual incentives
- Initiating leadership



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### Setting the Context: The Collaboration Spectrum



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## Setting the Context: The Collaboration Spectrum

### The Collaboration Spectrum – Tool

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals, shared decision-makers and resources.	Fully integrated programs, planning, funding.

On the **Mural**, think about a collaborative table, post on the collaboration spectrum where that table is currently using a dot.

- Have collaborative members individually assess where they think the collaborative is on the spectrum
- Are you all in the same place or in different places? Do you want to move to a new place?
- Have a discussion about this.

[The Collaboration Spectrum Tool](#) – Tamarack Institute



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## Collaboration: Form meets function



Networked Collaboration



Decentralized Collaboration



Mission-Oriented Collaborations



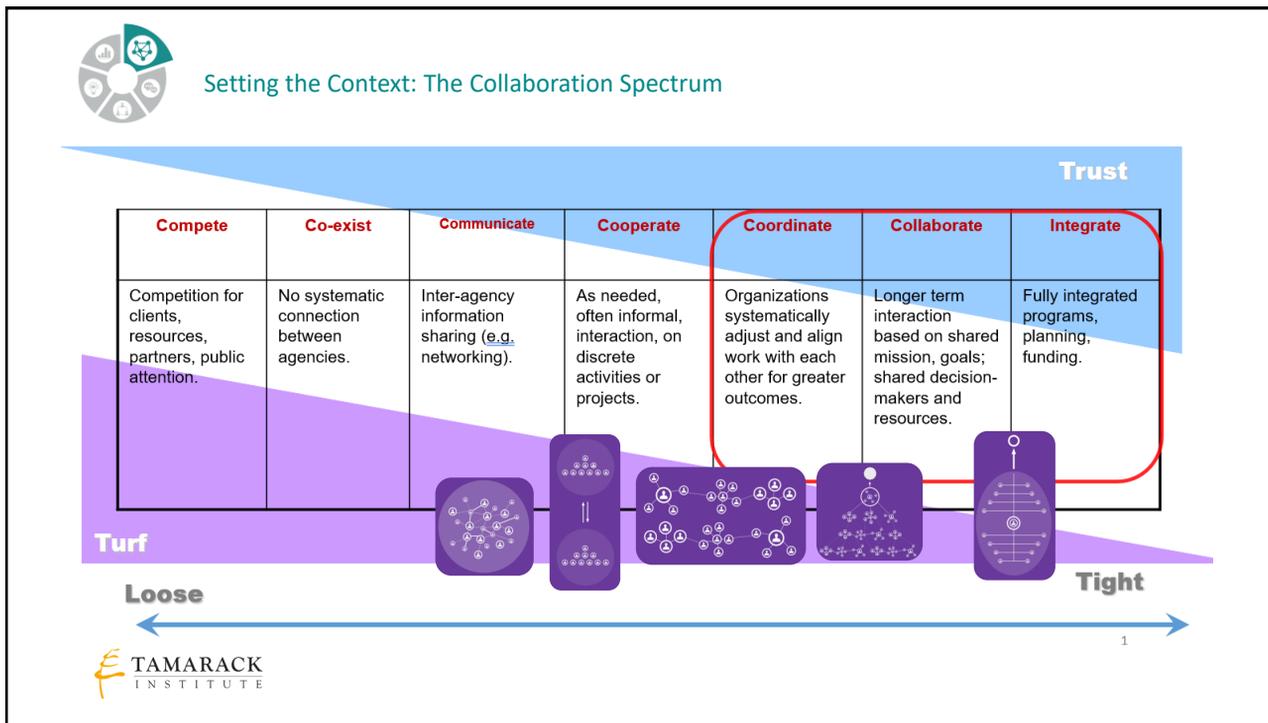
Coalitions



Collective Impact

Source: Collaborate for Social Change, *Forms and Features of Collaboration: A synthesis for the Collaboration for Wellbeing and Health*  
<http://wordpress.collaboratei.com/wp-content/uploads/Forms-and-features-of-collaborations.pdf>

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**Collaboration: Wilder Collaboration Factors Inventory**

The Wilder Collaboration Factors Inventory

Assessing Your Collaboration's Strengths and Weaknesses

Furl R. Whitbeck, Ph.D.  
Marka Murray-Clay, B.A.  
Kathala R. Murray, M.Ed.  
Wilder Research Center

FIELDSTONE ALLIANCE

- Measures Collaboration Factors including:
  - Environment
  - Membership
  - Process and Structure
  - Communication
  - Purpose
  - Resources
- Link to the [Wilder Collaboration Factors Inventory](#)

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## Key Elements of Collaborative Governance



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### Defining Governance

#### Institutional Governance:

How society or groups within it organize to make decisions.

It determines:

- who has power
- who makes decisions
- how other players make their voice heard
- how accountability is rendered

Source: [Institute on Governance](#)

#### Collaborative Governance:

An (in) formal agreement in which participants representing different interests are collectively empowered to make decisions or make recommendations to a final decision-maker who will not substantially change consensus recommendations.



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## Define your purpose and principles

### The Collaborative Premise

If you bring the **appropriate people** together as **peers in constructive ways** with **good content and context information**, they will **create authentic visions and strategies** for addressing the **shared concerns** of the organizations and the community.

David Chrislip, The Collaborative Leadership Field Book



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## Define your purpose and principles

### Collaborative Leadership Field book:

- Identify the problem
- Understand what makes leadership difficult
- Identify stakeholders
- Assess extent of stakeholder agreement
- Evaluate community's capacity for change
- Identify where the problem/issue can be most effectively addressed

### Collective Impact Conditions: Preconditions:

- Influential Champions
- Urgency of Issue
- Adequate Resources

### Conditions:

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communications
- Backbone Infrastructure



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# Your Collaborative Purpose



Take 5 minutes to write down the compelling purpose statement for a collaborative that you support. (5 minutes)

In small groups share your purpose statements. (10 minutes)

What themes emerge from your conversation?

Source: <https://www.thinkhdi.com/library/supportworld/2020/creating-compelling-purpose-knowledge-management.aspx>



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## Collaborative Governance Keys

- The **working relationship** amongst partners is vital
- Understanding and working within the limits of **accountability and structures**
- Focus on both on **the process and the product** of governance in collaborative initiatives
- Be deliberate and intentional when **adapting** traditional organization governance elements to a collaborative effort



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## Core Governance Documents



**Working together to create a safe, healthy and thriving community for children (birth to age 24) and families.**

Our Vision: We see a safe, healthy and thriving community for children and families.

Collective impact brings people together in a structured way, to achieve social change.

### Leading with Purpose

Grand Island began in 2006 as a Collaborative Learning Community focusing on the development of collaborative leadership skills and community context barriers to collaborations and systems.

Between 2006 and 2014, the Hall County Community Collaborative (H3C) joined together with Juvenile Justice and Violence Prevention groups to reduce meetings and increase collaborative opportunities. This move embedded the Collective Impact philosophy into the work of the H3C. The H3C incorporated as a not-for-profit 501(c)(3) in 2014 to create a structure that would lead to sustainability.

The H3C does not provide direct programming but is a broad-based collaboration comprised of a wide cross-section of community and county agencies, organizations, business, public entities, and individuals working together to improve the continuum of services for children/youth and families. The H3C provides opportunities for local agencies, representatives, and individuals to meet together to learn leadership skills, support System of Care development serving children and families, develop and sustain supportive services, build personal and professional relationships, create partnerships, network, and collect/report local data. In addition to membership meetings, the collaborative also has 4 subcommittees: 11-24, Behavioral Health, Birth-11, and Community Response.

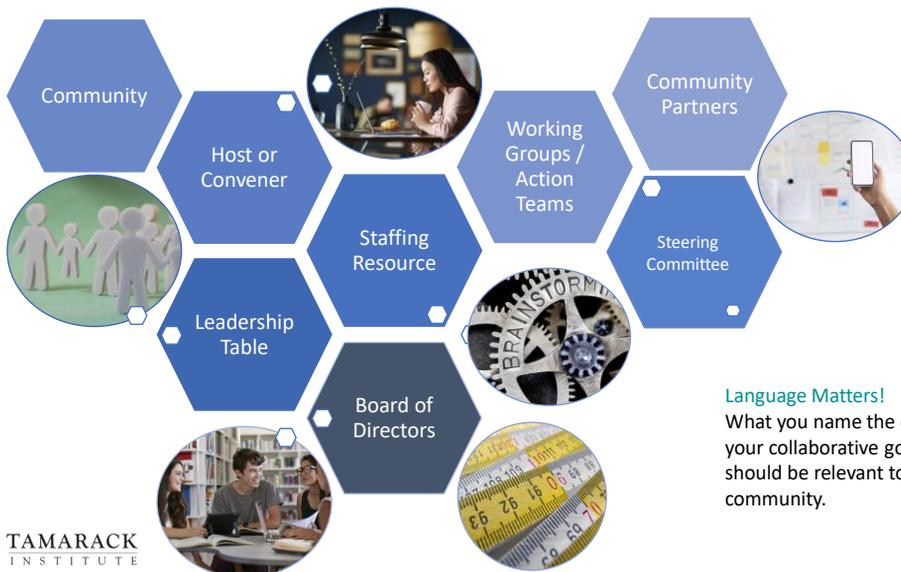
<http://www.h3cne.org/about/>

### Six Key Collaborative Governance Documents

1. [Governance Structure](#) – Describes the governance structure, roles and accountabilities.
2. [Principles for Working Together](#) – Defines the core principles guiding the collaborative.
3. [Decision Making Strategy](#) – Defines how decisions will be made at different levels.
4. [Plan on a Page](#) – A synthesis of the core aspiration / common vision of the collaborative and details about the approach.
5. [Key Milestone Report](#) – A living document reflecting the purpose and key decisions taken by the collaborative.
6. [Regular or Annual Progress Update](#) – An annual progress report which includes reflection, sense-making and learning.



## Collaborative Governance Structure



### Language Matters!

What you name the different parts of your collaborative governance structure should be relevant to your context and community.



## Collective Impact

### Collective Impact



Source: <http://bettertogethercentraloregon.org/who-we-are/framework/>

Partner Organizations are made up of Community Members

Workgroups are made up of Community Members and representatives from Partner Organizations

Workgroups identify common agenda and actively work towards solutions together



### OUR STRATEGIC FRAMEWORK 2017-2020

Our vision for Georgia: By 2020, all Georgia students will enter kindergarten prepared to succeed and on a path to read to learn by third grade.

Our mission: To support high-quality early learning and healthy development for Georgia's youngest children, from birth to five, by championing policies, promoting innovative and evidence-based practices, and building public will.

#### What it takes

- All of Georgia's children birth to five are in high-quality environments that support learning and development.
- Families have the information, skills and supports needed to create safe, nurturing and language-rich environments that support children's early learning and healthy development.
- Business and community leaders champion and public officials implement equitable public policies and practices that support families with the greatest needs.
- The research community works together to identify and share innovative practices related to early brain development.
- Data systems are accessible and used to inform policies and practices as well as measure progress.
- Public systems are interconnected and aligned to provide effective support for families and children.

#### What we know

##### Brain Development

The first three years of life represent the most rapid period of brain development, and experiences during these years critically shape future development.

##### Effects of High-Quality Early Learning

- Children who attend high-quality early learning programs are:
  - More likely to graduate high school, have a job and earn higher wages.
  - Less likely to drop out of school, depend on social services or be arrested.

##### Economic Impact of Early Education

- Every \$1 invested in high-quality early learning yields \$13 in savings.
- In Georgia, the early care and education industry generates \$4.7 billion in economic activity each year.
- A conservative estimate of the level of parents' annual earnings supported by the availability of child care in Georgia is \$24 billion.

### DRIVE CHANGE » CREATE IMPACT

We are focused on driving positive change through the following three methods.

#### Communicate, Convene, and Collaborate

We educate, inform and mobilize stakeholders for collective action and impact to ensure all Georgia families achieve the economic, community and health benefits of setting a strong foundation prenatally and in the first five (5) years of a child's life.

#### Advocate

We advocate for effective policies that support access to high-quality early learning and encourage healthy development.

#### Research and Innovate

We are a trusted source who brings the most promising innovation and evidence-based practices and research to the state on behalf of Georgia's youngest children.

#### Our 2017-2019 goals

- Identify and communicate gaps in early learning quality and access.
- Ensure policy makers and partners have the data and resources needed to improve policy and practice.
- Identify and develop a diverse group of business and community leaders across the state to champion early learning.
- Increase funding for high-quality and accessible early learning.
- In anticipation of upcoming elections, cultivate relationships with emerging state and local leaders.

#### Our strategies

##### CONVENE

Be a catalyst to ensure stakeholders work together to improve early childhood policy, practice, and research.

##### EDUCATE

Provide opportunities for business and philanthropic leaders, policy makers, and parents to deepen their understanding of current issues.

##### ADVOCATE

Advocate for child care quality, accessibility, and affordability.

##### ANALYZE

Analyze data, conduct research, and champion policies designed to close the opportunity gap and eliminate the disparities in educational outcomes among Georgia's children.

##### COLLABORATE

Foster collaboration, joint planning, and alignment between early education providers and public schools.

##### FACILITATE

Facilitate the development and adoption of a statewide definition of success benchmarks for "kindergarten readiness."

##### SUPPORT

Support Georgia-specific research projects to improve social-emotional health for children and influence public policy development.

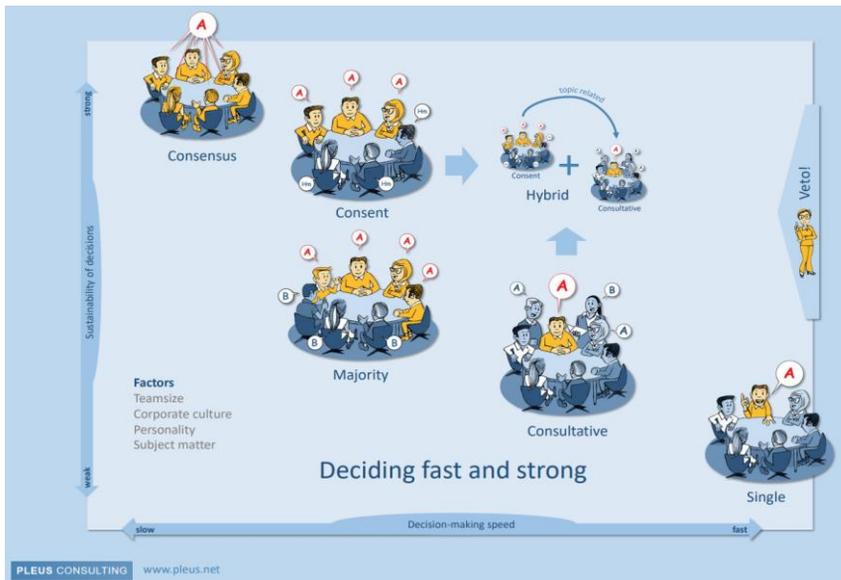


To learn more, visit [gears.org](http://gears.org)

Plan on a Page



## Define your Decision-Making Approach

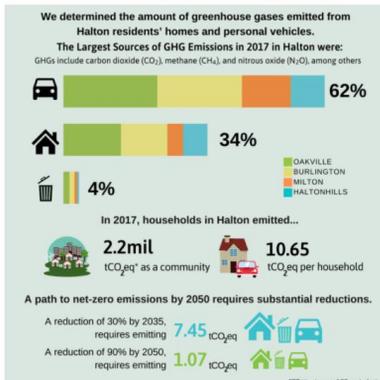


<https://www.pleus.net/download/agiledecisions.pdf>

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# Progress Updates

### EVERY ACTION COUNTS You asked. We measured.



Halton Climate Collective  
@HALTONCLIMATECOLLECTIVE @HALTONCLIMATE www.CLIMATECOLLECTIVE.CA

### EVERY ACTION COUNTS You spoke. We listened.



Halton Climate Collective  
@HALTONCLIMATECOLLECTIVE @HALTONCLIMATE www.CLIMATECOLLECTIVE.CA

Halton Climate Collective - <https://climatecollective.ca/>



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## Roadblocks and Resistance in Collaborative Governance

- Power dynamics
- Process-product tension
- Too big to fail
- Too many opportunities /lack of focus
- Lack of a road maps
- Keeping up with the pace of change
- Others you have encountered?



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### Collaboration Spectrum and Governance

Type	Compete	Co-Exist	Communicate Communities of Practice, Networks	Cooperate Networks, Decentralized Collaboration Shared Project Teams	Coordinate Coalition, Decentralized Collaboration, Mission- Driven Collaboration	Collaborate Collective Impact, Mission Driven Collaboration	Integrate Collective Impact, Mergers
<b>Definition</b>	Competition for clients, resources, partners, public attention	No systematic connection between organizations	Inter-organization information sharing	As needed, often informal interaction, on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer-term interaction based on a shared mission, goals, shared decision-making and resources	Fully integrated programs, planning and funding
<b>Convening / Leadership</b>	No relationship between organizations	Often convened and driven by a single organization	Often convened and driven by a single organization	Often convened and driven by a single organization	Often convened by a single organization but partners agree to collaborate actions	Often convened by a single organization but partners agree to collaborate. Could include a Leadership table and staff support	Partners agree to integrate programs and services – equity of participation and engagement
<b>Authority</b>	Individual organizations	Individual organizations	Convener of collaborative group	Convener of collaborative group	Convener of collaborative group	Shared across the Leadership Table	Shared across the partners
<b>Key Governance Documents</b>	Very light weight or no governance documents	Very light weight or no governance documents	Light weight terms of reference including focus on sharing and communications, expectations and frequency of meeting	Terms of reference including focus of the collaboration, expectations and frequency of meeting  Shared action plan or plan on a page  Success measures	Defined Governance structure  Decision making strategy  Shared action plan or plan on a page  Success measures	Defined Governance structure  Partnership agreement with accountability defined  Decision making defined  Shared action plan or Plan on a Page  Evaluation and success measures	Defined Governance structure  Partnership agreement with accountability defined  Decision making defined  Shared action plan or Plan on a Page  Evaluation and success measures
<b>Outcome</b>	Opportunity focused	Awareness of others	Shared information and learning	Shared program or service	Shared program or service focus	Shared program or systems focus	Integrated outcomes – program or systems focused

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### Collaborative Governance Progress Measures

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal/organizational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity



#### MURAL EXERCISE – FOUR QUADRANTS

We want to explore together the successes and challenges that you or your collaborative is currently facing. In small groups, complete the Mural identifying the following:

#### Process

#### People

Collaborative Governance Successes	Collaborative Leadership Successes
Collaborative Governance Challenges	Collaborative Leadership Challenges

**What are your groups shared successes and challenges?**

15 mins





**BREAK**

Please don't leave the Zoom meeting. We suggest muting your microphone and turning your video off.  
See you in 15 minutes.

 **TAMARACK**  
INSTITUTE

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Collaborative Governance – Roles, Responsibilities  
and Accountabilities

 **TAMARACK**  
INSTITUTE

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## Collaborative Governance – Considering a Model / Framework

Models tend to reflect some of the following:

- **Local Context:** public interest, investment, civic culture
- **Member Attributes:** diversity, commitment, influence, authority, insight
- **Magnitude and Pace:** of change desired by members
- **Authority:** Bottom-up, Top Down, In the Middle
- **Leadership:** style & spirit, charismatic, servant leadership, etc.
- **Framework for Change:** working definition of approach and strategies
- **Preferences:** conveners and fiscal agents (credibility and orientation)
- **Flexibility & adaptability**
- **Communication:** informal, formal
- **Group culture:** risk oriented, process light/heavy, etc.
- **Collaborative Arrangements:** number, roles, structure



## Collaborative Governance Structure



### Language Matters!

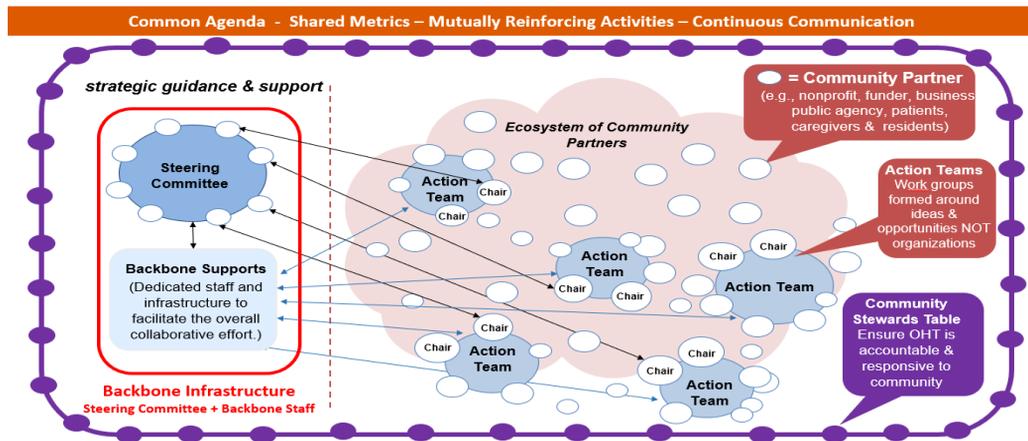
What you name the different parts of your collaborative governance structure should be relevant to your context and community.

### What are your collaborative pieces?

On a piece of paper – write the names of all the pieces you have in your collaborative structure.



## Example: Collective Impact Governance Structure

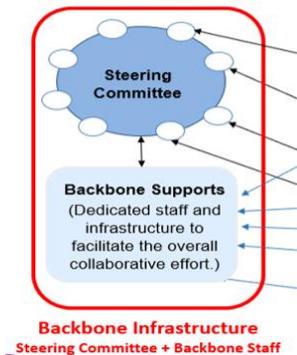


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## Constellation Governance Model

strategic guidance & support



### Backbone Infrastructure

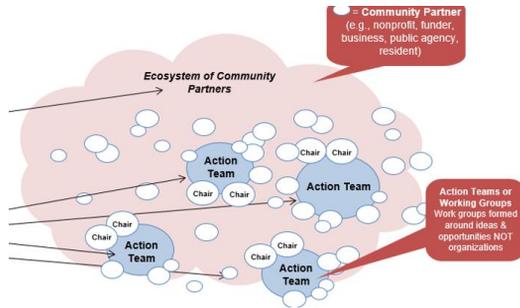
- Includes the Leadership Table, Convener/Fiscal Sponsor and Staff Team
- Guides the broader collective vision and strategic directions of the network
- Monitors overall partnership health
- Aligns working groups, constellations with partnership purpose
- Determines and provides support to constellations



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## Constellation Governance Model



### Community Eco-System

- Includes working groups or actions teams and other organizations which are serving and supporting health
- Working groups or action teams for specific activities
- Used for formal projects or opportunistic initiatives
- Must be consistent with partnerships vision
- Conditions for a constellation
  - Overall need or opportunity
  - Energetic leadership by one or more partner
  - Can phase out when energy no longer exists, or issue is addressed



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## Collaborative Governance – Clarity of Role

### How do we come to the table together?

- *Who is at the table?*
- *Cadence of meetings*
- *Agenda Setting (remember: strategic gaps in agenda as a way to build trust)*
- *Who serves as chair*
- *Substitute representatives*
- *Common key messages back to participant organizations*

### How are decisions made at the table?

- *Unanimity (veto rights) versus Majority (minority) versus Consensus (we can all live with the outcome)*

### What decisions can the table make?

- *Developing form of full application and roles of participants*
- *Developing legal documents to support formation of OHT*
- *Directing due diligence review of participants and joint reporting of findings (participants to ensure individual performance /compliance issues addressed)*
- *Not final approvals (Boards of each participant reserve approval rights)*



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## Collaborative Governance – Clarity of Role

Ongoing Education: a solid (and common) understanding of the changing system will lead to clarity of every participant's role in coming together

### Use of an MOU

- Helpful to codify common understanding of process (but non-binding):
  - *Joint steering committee role, process (i.e. consensus decision making) and limits (i.e. the "table")*
  - *Timing, milestones*
  - *Acknowledgement re reserved rights re approvals (Board / Members (possible))*
  - *Transparency / commitment to full disclosure / information sharing*
- Binding elements:
  - *Confidentiality*
  - *Costs*
  - *Joint Approaches*
  - *Protocol for Participating in other Collaborative Planning Tables (if needed)*
  - *Conflict Resolution Process*
  - *Termination*



## Collaborative Governance – Clarity of Roles

Some things to Consider:

### Governance

- Shared decision-making process
- Financial oversight and resource allocation
- Process to deal with Performance Management
- Processes related to governance and membership engagement
- Process about evolving the governance structure over time
- Strategic and other Planning processes

### Operational

- Processes about use of shared and individual organization brands
- Processes regarding digital data and information sharing
- Process regarding shared services and programming

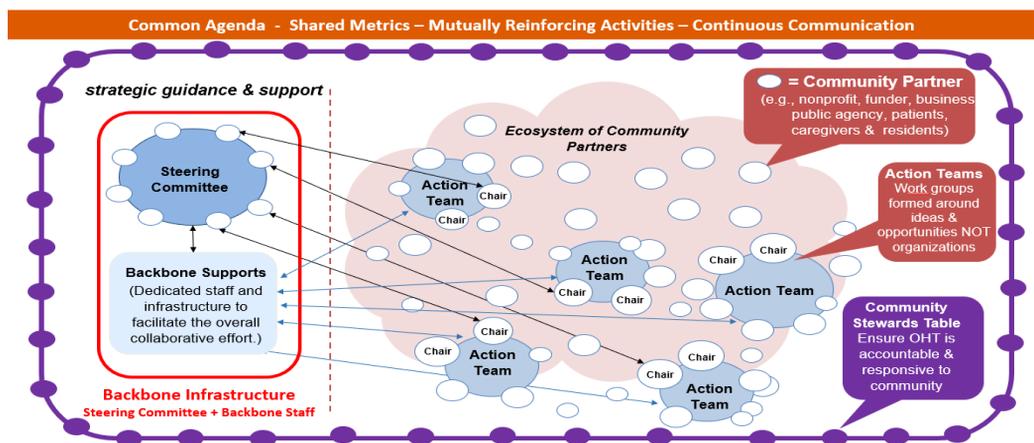
# Collaborative Governance – Defining Responsibilities and Accountabilities



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## A Collective Impact Governance Structure



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## The Broader Community

### Role

- Build toward a sense of ownership of the initiative:
  - Input re: the vision & common agenda
  - Opportunities for engagement
  - Celebration & recognition
- Stay informed:
  - written reports
  - media
  - public gatherings
- Feedback:
  - Presentations
  - Public gatherings
  - Interactive social media

### Description

- May include geographic communities and communities of interest.
- May occur at multiple levels (e.g. neighbourhood, city-wide)
- May include 'direct' or representative involvement



## Convener, Fiscal Agent or Sponsoring Organization

### Purpose

- Mandate and mission are aligned with that of the collaborative
- Holds financial and HR legal accountabilities
- Provides admin services (in kind donation or for a fee)
- Typically, well-established, trusted & respected
- Usually includes legal sponsor and funders

### Composition

- Smaller number of members
- Often includes staff on an active but ex-officio basis

*Note: power may reside here, to the detriment of the larger leadership table and community network*



### Community Leadership/Stewardship Table

#### Purpose

- Sets the vision and common agenda
- Ensures the vision & common agenda is community-driven
- Defines and delivers systems-level
- Develops an initiative wide implementation plan

#### Composition

- Multiple Sectors across the ecosystem and may include:
  - Organization leads
  - Business
  - Government
  - Individuals with lived and living experience
- May initially meet monthly but as a collaboration matures, may meet quarterly



### Steering Committee

#### Purpose

- Sub-group of the Leadership Table
- Provides management and oversight for the collaborative functioning
- Aligns and leverages mutually reinforcing activities
- Some Steering Committee members may serve on Action Teams
- Helps coordinate various elements of the structure across the initiative

#### Composition

- Reflects Multiple Sectors
  - community
  - Nonprofit Organizations
  - Business
  - Government
- Average Size – 22 (High - 42; Low – 11)
- Meet monthly but as collaboration matures, may meet quarterly
- Often includes backbone staff on an active but ex-officio basis



### Working Groups or Action Teams

#### Purpose

- Teams that form around ideas & opportunities NOT existing organizations
- Focused on addressing key aspects of the common agenda or strategies
- Are consistent with Common Agenda, principles & values
- Should include coordination across teams
- Can be time-limited or ongoing in nature

#### Composition

- Diverse membership of content experts & community experts.
- Action Teams Chairs may also be members of the Steering Committee or Leadership Table to foster alignment & coordination across teams
- Action Teams all meet together at least once per year
- Access support from backbone staff



### Backbone Team or Support Staff

#### Description

Typically, highly experienced people with:

- Strong networks,
- A good understanding of the substantive issues
- An ability to work with a wide range of community partners
- Capacity to manage a complex change process.

#### Role

- Backbone staff are accountable to the entire Collaborative initiative
- Manage the overall initiative (staff, finances, reporting, coordination of governing bodies)
- Keep an eye on the big picture and help shape strategic direction
- Play a hands-on role engaging partners and facilitating their collaboration
- Ensure the initiative is effectively communicated about

#### Purpose

Hands-on support for the initiative on a day to day basis

- Planning & Facilitating
- Researching
- Organizing
- Communicating
- Coordinating
- Supporting data & shared measurement practices

#### Accountability

- Accountable and provide support for the common agenda & implementation plan of the collaborative



## Accountability

- Accountability is the reporting relationship between one part of the governance structure to another part of the governance structure
- Defining accountability identifies who is accountable to who for what



## A Collective Impact Structure – Accountability Approach

	Primary Focus & Contributions	Accountability
<b>Convener/ Fiscal Sponsor</b>	<ul style="list-style-type: none"> <li>• Local charitable organization that receives the funding to convene the collaborative</li> <li>• Is a member of an accountable to the Leadership Table(s)</li> <li>• May be the location for the backbone staff team</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for funding and reporting</li> <li>• Accountable to the Partners or Leadership Table for how funding is spent</li> <li>• Accountable to the community for results</li> </ul>
<b>Leadership Table</b>	<ul style="list-style-type: none"> <li>• 10 – 15 local leaders</li> <li>• Shapes and leads the strategy overall</li> <li>• Aligns work of various action teams</li> <li>• Hold commitment to common agenda &amp; Theory of Change</li> <li>• Engage other stakeholders</li> <li>• Mobilize resources &amp; knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for setting the common agenda and core strategies</li> <li>• Accountable for progress</li> <li>• Accountable to the community for results</li> </ul>
<b>Staff Team</b>	<ul style="list-style-type: none"> <li>• Includes the Leadership &amp; core staff of the backbone infrastructure</li> <li>• Support the work of the Steering Committee &amp; Initiative overall –</li> <li>• Design &amp; facilitate engagement across the initiative and meetings of various groups</li> <li>• Ensures progress is being made</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable to the Fiscal Sponsor for funding allocations and following the Fiscal Sponsor policies</li> <li>• Accountable and working with the Leadership Table</li> <li>• Accountable for reporting</li> <li>• Accountable to the community for results</li> </ul>
<b>Working Groups or Action Teams</b>	<ul style="list-style-type: none"> <li>• Scale-up on-the-ground solutions around key areas of focus/priorities</li> <li>• Co-design &amp; refine solutions around key shifts/strategic priorities</li> <li>• Number of size of work groups to be determined</li> <li>• Each work group includes youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable to the Leadership Table and Backbone team for progress on common agenda</li> <li>• Accountable to the community for results</li> </ul>
<b>Community Network or Community Eco-System</b>	<ul style="list-style-type: none"> <li>• Provides insights and ideas on key shifts &amp; ideas</li> <li>• Offers feedback on priorities to maximize impact of the initiative</li> <li>• Contributes knowledge, resources &amp; connections</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable to the collaborative effort for direction, engagement and support</li> </ul>



## The Unique Role of the Board of Directors

- Alignment with the Vision, Mission, Values and Strategic Directions of Board
- Identifying reporting and accountability guidelines for the Executive Director, CEO or staff member assigned to the collaborative
- Complying with communication strategies for the Board of Directors and the organization
- Addressing issues of conflict of interest and conflict in a timely way
- Other items to consider?



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## Collaborative Leadership



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## Collaborative Leadership Mindsets

- A focus on “we” rather than “me”
- Looking at what is best for the group, team or project
- Great interactions between team members
- Alignment of purpose or goal
- Willingness to continually learn
- Having an open mind, and willingness to hear from other team members, or experts
- Willingness to entertain multiple strategies at the same time
- Willingness to learn from past relevant experiences
- Not afraid of technology, and willing to use new ones to support interactions
- Understanding the proper collaborative tool for different types of interactions
- A willingness to enter and work through conflicts

Source: [Getting to the Collaborative Mindset](#)



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## Considering Collaborative Leadership

The **Culture Design Canvas** is a tool that can be adapted for a collaborative group.

5 minutes: On your own, fill in as many sections as you can in the Culture Design Canvas.

10 minutes: In you zoom group, discuss the following:

- What did this canvas identify for me?
- What do I have to consider from a collaborative leadership perspective?



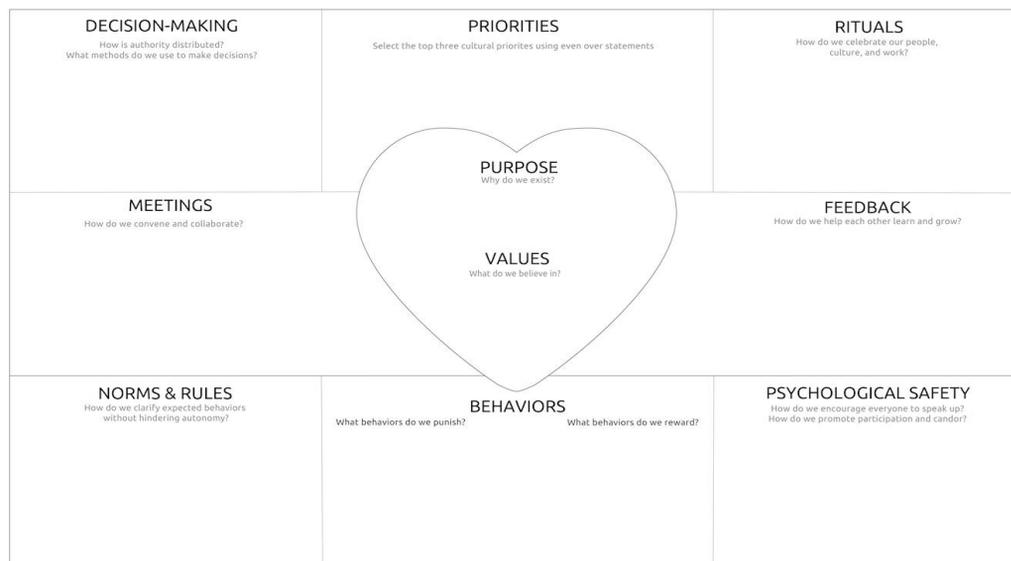
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# CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:  Date:

[Culture Design Canvas](#)



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Designed by Gustavo Razzetti  
Fearless Culture

[www.fearlessculture.design](http://www.fearlessculture.design)



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## Building Trust and Sharing Power

*Without trust, collaboration is merely cooperation, which is simply not capable of achieving the benefits and possibilities available to true collaborators.*

Stephen Covey, *The Speed of Trust*



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## Building Trust and Sharing Power

- **Self-Trust:** deals with the confidence we have in ourselves – in our ability to set and achieve goals, to keep commitments, to walk our talk – and also with our ability to trust others
- **Relationship Trust:** is about how to establish and increase trust with others
- **Organizational Trust:** deals with how leaders can generate trust in different organizations
- **Market Trust:** reflects the trust customers, investors and others in the marketplace have in our organization
- **Societal Trust:** is about creating value for others and for society at large



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## 13 Ways to Build Trust

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Do you have other ideas on how to build trust? Please share any thoughts or comments in the chat box.

#TurfTrust



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## Final Thought: Collaborative governance is about **people**

Ideal collaborative member characteristics include:

- Highly regarded by their peers
- Knowledgeable in their subject area(s)
- Action-oriented thinkers
- Willing/eager to collaborate & innovate with a diversity of other perspectives
- Other characteristics important to the collaborative



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## Collaborative governance is about **people**

### Member Gifts

- **Connector** – Someone who knows many people across the systems
- **Attractor** – Someone whom others want to be in the room with
- **Visionary** – Someone who will advance the collaborative to move with speed & scale while staying focused on a shared agenda
- **Subject-Matter and/or Context Expert** – Individuals with expertise on a key aspect of the issue/opportunity being addressed
- **Staff Resource** – The staff provide support to the collaborative effort



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## Useful Tools to Sustain Collaborative Efforts and Engagement



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### Collaborative Leadership and Governance Series



#### Articles exploring different elements of Collaborative Governance and Leadership

1. Collaboration: A Spectrum of Approaches
2. Collaboration: Beginnings and Endings
3. Collaboration: The Act of Building Trust
4. Collaboration: The Role of the Convener
5. Collaboration: What Problem are you trying to Solve?
6. Collaboration: The Skillsets and Mindsets of Collaborative Leaders
7. Collaboration: Exploring the Collaboration Cycle \*\* NEW

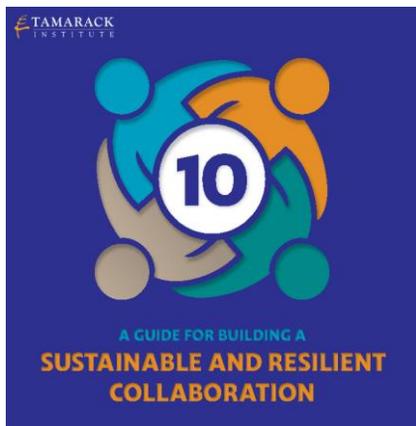
Link to the [Collaborative Leadership and Governance Series](#)



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## 10: Building a Sustainable and Resilient Collaboration



**10 Guide** - <https://www.tamarackcommunity.ca/library/10-a-guide-for-building-a-sustainable-and-resilient-collaboration>

**Sustainability Self-Assessment Tool** - <https://www.tamarackcommunity.ca/library/tool-sustainability-self-assessment?hsLang=en-us>

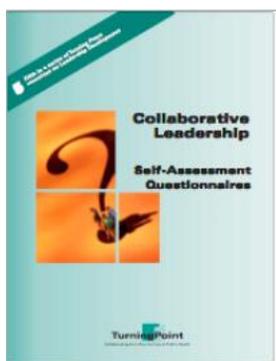
Coming Soon – workshops for practitioners



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## Collaborative Leadership Self Assessment Tool



Six Areas of Collaborative Leadership

- Assessing the Environment
- Creating Clarity: Visioning and Mobilizing
- Building Trust
- Sharing Power and Influence
- Developing People
- Self-Reflection

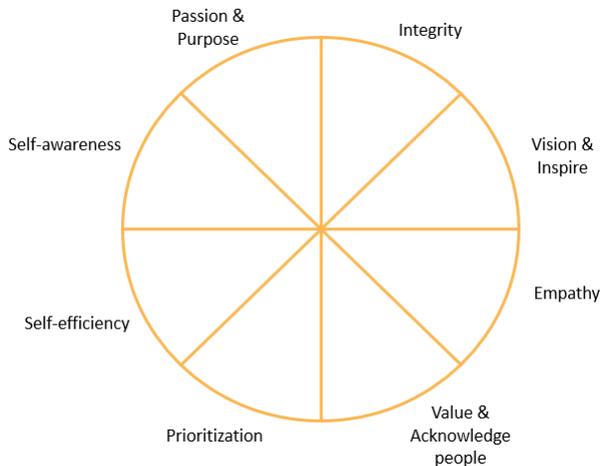
Source: [Collaborative Leadership Self Assessment Questionnaire](#)



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## Collaborative Leadership Pizza



What do you bring to the collaborative table?

For each pizza slice, colour in as much of the section in a way that illustrates your unique contributions to the collaborative work.



## Building Trust and Sharing Power

### The 15% Solution Exercise

- What is something that you could do 5 – 15% differently that would add to our collaborative governance and leadership context.
- Write down one thing you could do.
- Source: [The 15% Solution Exercise](#), Liberating Structures

# What are your next steps?



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## CHANGEMAHER EXPERIENCE 2023 COHORT

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- Learn new skills, tools and frameworks which enhance your ability to lead change
- Have access to peer and individual coaching sessions to accelerate change
- Hear from leading practitioners in the field of community change
- Share your experience, knowledge, and expertise
- And more!

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Virtual Gathering  
May 17, 2023

Starting at \$349 per person

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[bit.ly/ideatoimpact2023](https://bit.ly/ideatoimpact2023)



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**THANK YOU**

