MAKING SENSE OF THE MULTIPLE FACES OF LEADERSHIP

LIZ WEAVER, CO-CEO, TAMARACK LEARNING CENTRE

There are so many different approaches to leadership. My bookshelf is full of publications about civic leadership, collaborative leadership, servant leadership, and adaptive leadership. It is so confusing. What are the similarities and differences in these leadership approaches? What leadership approach is most impactful in a community change context? This paper explores the multiple faces of leadership and, drawing from my own experience in both implementing and supporting an array of community change efforts, focuses on two central questions:

- What similarities and differences exist between various approaches to leadership? and,

- Which leadership approaches are best suited to help community changemakers achieve their desired impact?

This paper is structured in three parts. The first part identifies and categorizes several different leadership approaches. The categories help to illuminate similarities and differences across the various styles to more explicitly identify each leadership approach's potential contribution to community change.

The second part of the paper highlights the contributions that each leadership approach makes to the work of community change. These contributions are synthesized into five principles which are intended to help you, in your work as a community changemaker, to consider and determine which leadership approach best fits your local context and the maturity of your change effort

The third, and final section of the paper is both a principle and a leadership call to action. Community change work is challenging, in part because the context for the work changes and evolves over time. Furthermore, the issues that changemakers seek to influence are often

complex. Rarely does one person hold all the skills, connections or solutions required. This is why multi-sector collaboration is such an important component of community change efforts. Only by working with others will a changemaker be successful in driving their vision and change forward. The work of community change requires knowledge and courage. Knowledge about which of the leadership approaches to engage, when and in which context, is essential and the courage to offer leadership even when the way forward isn't always clear.

CONSIDERING LEADERSHIP

Over the course of my career, I have been involved in and supported the development of community leadership. In 2000, as Executive Director of Volunteer Hamilton, working with community colleagues, I developed and launched Bay Area Leadership. This program brought together 30 – 40 community leaders across Hamilton and Burlington, Ontario in a year-long shared learning experience which focused on improving community-wide outcomes. Participants in Bay Area Leadership represented a diverse range of sectors including civic leaders, business, government and voluntary sector leaders and local citizens. This multi-sectoral focus was unique for a leadership program and certainly contributed to the richness of the learning. Another powerful outcome of this leadership initiative was that it cultivated a network of influential and engaged civic leaders all located in the same place. This group of leaders began to use their collective connections to drive change forward.

In 2005, the Hamilton Roundtable for Poverty Reduction (HRPR) was formed. As Director, I had the opportunity to work with a diverse network of community leaders focused on reducing poverty in a city of 500,000 citizens. Some of these leaders had been involved in the Bay Area Leadership program so their connections and knowledge about community change were strong.

Actively engaging business, government, voluntary sector and citizen leaders around the issue of poverty required navigating different and sometimes conflicting perspectives to build agreement on a shared approach.   This role challenged my personal values and perspectives and deepened my appreciation of the essential role of leadership in community change efforts.

As a member of the Roundtable leadership team, I was exposed to some of the leading thinkers writing about and practicing leadership in the community change context. The opportunity to view the practice of leadership through a community change lens affirmed what I intuitively knew: that impacting community change required a different set of leadership skills than the ones I was more familiar with from an organizational leadership perspective.

> **Impacting community change required a *different* set of leadership skills.**

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To better understand leadership approaches that aligned with the work of community change, I turned to the writing of Margaret Wheatley, David Chrislip, Jay Connor, Peter Block, John McKnight and Jody Kretzmann. I also read *Getting to Maybe* by Brenda Zimmerman, Frances Westley and Michael Quinn Patton. Each one of these thought-leaders contributed perspectives about leadership that both informed and challenged me. Their books were instrumental in identifying elements of leadership that contribute to the success of community change efforts.

Margaret Wheatley, for example, called leaders to consider a new way of working because she believed that the current systems were not meeting the increasingly complex challenges that communities were facing. Her writing about Pioneering Leadership is a call to action for leaders to forge new paths, to challenge systems and to break new ground. Trying to tackle and impact poverty in the City of Hamilton was forging a new path, a place in-between being a service provider and a community change collaborative. David Chrislip described the role of the collaborative leader as one who brought individuals from different perspectives together to solve community challenges.

Jay Connor introduced the important leadership role of the catalytic community change leader, a leader who drives forward change. Peter Block, John McKnight and Jody Kretzmann emphasized the importance of community voice and the role of citizen leadership in community change efforts. In *Getting to Maybe*, Frances Westley, Brenda Zimmerman and Michael Quinn Patton explored the idea of individual leaders looking beyond themselves – and embracing a complexity and social innovation perspective - to change the world.

So Many Leadership Choices:
Adaptive Leadership
Catalytic Leadership
Civic Leadership
Collaborative Leadership
Community Leadership
Content Leaders
Context Leaders
Inclusive Leadership
Network Leadership
Pioneering Leadership
Purpose Leadership
Transformational Leadership
Systems Leadership
Others

It was this chorus of leaders and leadership thinking that broadened my perspective of leadership beyond an organizational context and helped me better appreciate the distinctiveness and range of leadership styles best suited to a community change context.

Joining the Tamarack Institute further deepened my understanding of the unique context of communities and community leaders. Having a national perspective helped me to see that the problems and dilemmas communities are facing are increasingly more complex. The connections between people are fragmented and divided by politics, economics, geography, diversity and access. While local efforts to improve conditions for those at the margins have had impact, most communities have been challenged to move the needle on what seem to be intractable issues. In fact, for many communities, these issues seem to be becoming increasingly more challenging. Homelessness, poverty, poor educational outcomes, lack of access to food, racism, violence seem to be on the increase in many urban centres.

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The way we think about and engage with community leaders around shared challenges and opportunities needs to change. Often, this requires us to also question and expand our own personal ideas and perspectives of leadership.

My experience in community change, both as the changemaker and as someone called on to support other changemakers around the world, has confirmed for me that leadership for community change is distinct from either civic or organizational leadership. I have also learned that there is not a one size fits all approach when it comes to leadership for community change. The context of each community is unique and the issues and dilemmas they face play out differently. Community changemakers and communities need to be able to diagnose the challenges they are facing and then manifest the right leadership approach or approaches, combination of leaders at the right time to advance the change they are seeking.

BUILDING A LEADERSHIP FRAMEWORK

Given the plethora of different approaches promoted in the leadership section of our local bookstores, this section of the paper explores in more depth the unique characteristics of leadership that are required for community change efforts to flourish.

In this paper, various leadership approaches are categorized into one of four quadrants by plotting them along two axes: from individual to community leadership approaches and from simple to complex community challenges. As illustrated below, this framework offers a way to distinguish different types of leadership in terms of their contributions to community change efforts.   The categories assigned to each of the leadership approaches is determined by the similarities in the approach.
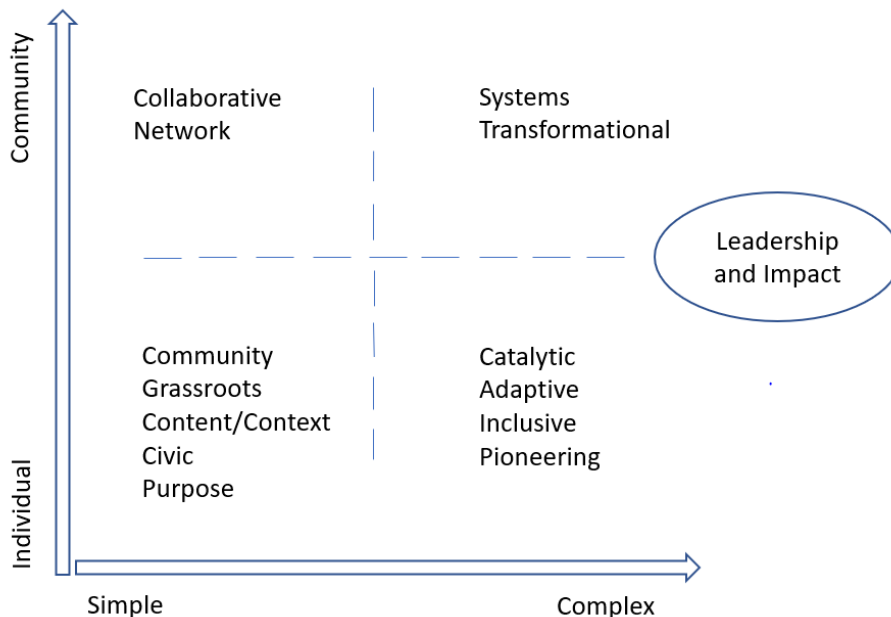
We recognize that there are many possible ways to categorize leadership approaches however, we believe that categorizing them along the axes in the above framework provides community changemakers with a simple yet relevant way to identify and determine which type of leadership might be useful in which context. It should also be noted that many leadership approaches have common or overlapping elements.   For example, community, grassroots, content/context, civic and purpose-driven leaders often extend their personal leadership approach beyond the scope of a single organization and deploy their leadership within a broader community context. Likewise, the scope and scale of systems or transformational leadership might be focused on the community or local scale.

To further illuminate the contributions that different leadership approaches make to the work of community change, this section of the paper assesses various leadership approaches according to their contributions to five principles which are foundational to achieving high-impact community change.

The principles for impactful community change leadership proposed are:
- Principle 1: Make the voice of the people central
- Principle 2: Work across boundaries
- Principle 3: Catalyze change and work adaptively
- Principle 4: Engage in systemic thinking and action
- Principle 5: Be courageous

1. MAKE THE VOICE OF THE PEOPLE CENTRAL

Impactful community change efforts should, at their very foundation, *make central the voice of all citizens*. This is the first principle that emerges from the concepts of community, citizen, civic and purpose-driven leadership. Citizens, when engaged authentically, and with access to influential and powerful networks, will create solutions that will impact their communities.

Paul Schmitz, in his book, *Everyone Leads* subscribes to the idea that everyone has the capacity to step into the community leadership role.

> To lead – an action – "we talk about leadership in terms of an action one takes, not in terms of a position one holds. Leadership is about taking responsibility – both personal and social – for working with others on shared goals. Everyone has some circle of influence where it is possible to take responsibility for leading. It is also important how one leads, and leadership includes the values one uses to bring people together around shared goals…Leadership is not about a position that one is entitled to have; it is about a process in which one takes responsibility to engage." (Schmitz, 2012)

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Community, grassroots, civic and purpose-driven leadership are focused on the capacity of the individual to drive forward change at the local level. My colleagues at the Tamarack Institute have written about civic or community leadership in two distinct categories: content and context leaders. This is an important distinction and recognizes that while everyone has the capacity to lead, not everyone has the same access to the recognition and subsequent power that leadership brings.

Content leaders are those individuals that bring expertise in a certain subject area or by virtue of their position in an organization. Context leaders bring their expertise as a citizen living in and navigating community systems. Context leaders bring rich lived experience about what is working and what is creating barriers to them. (Attygalle, 2017)

> **It is the context leaders' voice and experience that can be instructive to system change**

The leadership of context experts is often ignored or marginalized in community change efforts. And yet, it is the context leaders' voice and experience that can be instructive to system change and transformational change efforts because they can best describe their negative and positive experience pathways as potential levers for change.

A Federal Reserve Bank of Boston report, *Lessons from Resurgent Cities*, highlights the importance of civic leadership in the economic and social rejuvenation of cities. Successful cities are ones which embrace a diversity of civic leaders and engage them in the work of transforming the city context.

> Time and again, our examination of the resurgent cities' histories indicated that the resurgence involved leadership on the part of key institutions or individuals, along with collaboration among the various constituencies with an interest in economic development. Initial leadership in these cities came from a variety of key institutions and individuals. In some cases, the turnaround started with efforts on the part of the public sector, while in other cases nongovernmental institutions or even private developers were at the forefront. In these success stories, the instigators of city revitalization recognized that it was in their own interest to prevent further deterioration in the local economy, and they took responsibility for bringing about improvement. (Federal Reserve Bank of Bostson , 2009)

Much of the literature about community, grassroots and civic leadership, describes the relationship between the individual leader and the community change effort. It is acknowledged that investments must be made in building the capacity of civic, community and grassroots leaders so that they can be empowered to effectively drive change forward.

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2. WORK ACROSS BOUNDARIES

The second principle of impactful community change leadership involves a commitment to *work intentionally across boundaries.* This principle aligns well with the axis of individual to organizational or community. This is the domain of collaborative and network leadership.

David Chrislip is a leading thinker and writer about collaborative leadership. Chrislip's collaborative leadership premise focuses on the importance of bringing the appropriate people together with good information and effective processes. He believes that intentionally considering the process of convening will enable leaders to build effective visions and strategies to tackle community challenges. (Chrislip D. D., 2002)

In an article published on the Tamarack website, Chrislip describes what is needed for collaborative leadership to occur.

- Each community must begin by identifying and acknowledging the challenges it faces – obscuring challenges hinders future action
- Citizens need to take the time to learn about alternative approaches to public problems and learn new roles for supporting them
- Since each place has a distinct context, no one model process fits every community or region, general principles of collaboration provide shape but must be tailored to local context and needs
- Stakeholder groups must build links to the wider community and organizations that will implement the work (Chrislip D. , 2018)

Chrislip considers the unique context of each community. Local context matters and community change only occurs when the community and its leaders acknowledge their challenges and opportunities. He also notes that groups cannot work in isolation but rather need to build connections and networks across the community to be able to effect change.

Network leadership builds on the concept of collaborative leadership but is more informal and fluid in design. Networks are increasingly being used to draw in a diversity of perspectives and community expertise. In a recent issue of The Philanthropist, Liz Rykert explored network leadership and examples of how collaborative groups in Canada are building and engaging networks to effect change.

> The fundamental essence of a network approach revolves around adopting this informal style of working, one that emphasizes relationships and connections that can form and reform as new challenges or opportunities emerge. A network can draw on the necessary people and expertise and later release these resources once the work is complete. It is collaborative by nature.

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> Networks can be formal or informal, explicit and visible or implicit and hard to see, generative and inclusive or exclusionary with closed boundaries and limited access. Networks represent people working together and, even though those involved often have different values and goals, they realize they can all benefit by sharing experiences and strategies. (Rykert, 2018)

Given that network leadership is often less structured and consists of informal connections, Rykert describes the need for network leaders to focus on building trust across actors; understand and embrace the fact that leadership can emerge from unexpected locations within the network; and recognize the strength of connection nodes. Network leadership should be driven by the mission or common cause of the network and less focused on the organization.

In collective community change efforts, network leadership can be a useful way of organizing. The fluid, dynamic and responsive nature of networks can be useful to community change efforts as they also evolve and change over time. Networks also have the capacity to take more risks, using the cover and capacity of the network to probe and prototype potential actions and solutions. (Rykert, 2018)

Collaborative and network leadership are leadership approaches leveraging the capacity of the community to drive change efforts forward. Collaborative leadership is more formal and structured and network leadership can be more fluid. Both collaborative and network leadership draw on the principle of **working across boundaries** and engaging actors to drive community change efforts forward.

3. CATALYZE CHANGE AND WORK ADAPTIVELY

Pioneering, inclusive, catalytic and adaptive leadership are ways of expressing leadership when there are new opportunities, or the context is shifting quickly. These styles of leadership, align well with the community change principle of *catalyzing change and working adaptively*.

Pioneering leaders, as described by Margaret Wheatley forge new pathways for change to happen. Pioneering leaders practice their leadership in community as a living lab. Wheatley describes communities as broken. They are places where tradition is strong and change is difficult to achieve. These communities expect and want the pioneering leader to fail at their practice. Pioneering leaders must learn to draw on the past while inventing the future. (Wheatley, 2002) To scale change, Wheatley calls for the creation of communities of practice or networks to support the connection and growth of pioneering leaders.

If pioneering leadership seeks to join pioneers together in communities of practice, inclusive leadership seeks to bring diversity into the leadership frame. Inclusive leadership seeks to build an approach which leverages diversity. Inclusive leaders have a commitment to inclusion; the

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courage to do this work; are cognizance of their own biases; are deeply curious; and practice, cultural intelligence and collaboration. Inclusive leaders can leverage these traits to access diversity in markets, customers, ideas and talent. Inclusive leadership can be a critical community change skill as it calls upon leaders to embrace diversity and inclusion in their work. (Deloitte University Press , 2018) Pioneering and inclusive leaders engage in building connections to catalyze change.

Heifetz, Grashow and Linsky in *The Practice of Adaptive Leadership* offer that the system is not dysfunctional but that the individuals in the systems are comfortable and whether intentionally or unintentionally, they are working to maintain the current system, even if is not effective. We only need to look around our communities to see that this is true. Despite organizations working tirelessly, there are increasing rates of distress including poverty, homelessness, and environmental peril.

The complexity of challenges facing communities calls for a different type of leadership approach, one that is adaptive and disrupts the current systems. *The Practice of Adaptive Leadership* is about diagnosing the challenges in the system, mobilizing the resources that exist in the system, seeing yourself in the system and then deploying your leadership.   (Heifetz, Grashow, & Linsky , 2009)

The difference between core leadership and adaptive leadership traits was described in a recent article in Forbes Magazine. The adaptive leadership traits draw on emotional intelligence, organizational justice, character and personal development. The adaptive leadership traits are connected to the core leadership traits building on the strengths of strategy, action and results but with the lens of connection. These traits are important in the community context as it requires adaptive leaders to join forces to drive forward change.

CORE LEADERSHIP

STRATEGY	ACTION	RESULTS
Vision	Decision Making	Risk Taking
Acumen	Communication	Results Focus
Planning	Mobilizing Others	Agility
Courage to Lead		

ADAPTIVE LEADERSHIP

EMOTIONAL INTELLIGENCE	ORGANIZATIONAL JUSTICE	CHARACTER	DEVELOPMENT
Self-Awareness	Decision Fairness	Integrity	Lifelong Learning
Self-Management	Information Sharing	Credibility	Developing Others
Social Awareness	Outcome Concern	Values Differences	
Relationship Management			

Source: (Bradberry, 2012)

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Catalytic leadership is the ability to convene and catalyze resources. While distinct from adaptive leadership, catalytic leadership can be an important resource for change. Most communities can identify the individual leaders who have the ability to catalyze people and resources around a pressing issue. These individuals bring authority, influence, drive and motivation to their leadership.

In 2002, the Hamilton Roundtable for Poverty Reduction was convened by an entrepreneurial business leader, a community foundation CEO and a municipal government leader. While they each brought different perspectives and experience to the table, they all had the ability to catalyze change, and they could think and act strategically with a systems lens.

Jeffrey Luke describes catalytic leadership as having the ability
- to focus attention of the issue on the public and policy agendas
- to engage people by convening diverse perspectives around the issue
- to identify and move forward multiple strategies and options for action
- to sustain action and maintain momentum (Luke, 1998)

Pioneering, adaptive and catalytic leadership styles are useful when communities are trying to address intractable problems or dilemmas. The community change principle which emerges from these leadership approaches is for community change leaders *to catalyze change and work adaptively*.

4. ENGAGE IN SYSTEMIC THINKING AND ACTION

Community change is about influencing and shifting the system. In many ways, community changemakers need to build capacity which enables them to *engage in systemic thinking and action*. The practices of system and transformational leadership align well with this principle because they emphasize thinking and engaging with the whole system. This means that community changemakers need to look beyond their narrower lens and engage more broadly across the system.

> **Changemakers need to look beyond their narrower lens**

An early influence on my thinking about the confluence of individual and system leadership was reading the book *Getting to Maybe* (Westley, Zimmerman, & Quinn Patton, 2006.)*.* Westley, Zimmerman and Quinn Patton explored the experiences of leaders and their impact on changing systems. Leadership is about acting with purpose and intent. They also identified that leadership is about standing still, reflecting and acknowledging how other parts of the system are reacting.

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Westley in further writing describes nine skills of system leaders. These include: facilitating knowledge building; vision building; developing networks, building trust and social capital; developing and supporting innovations; mobilizing for change; recognizing windows of opportunity; leveraging small wins; and, facilitating conflict. These skills focus both on the **people** aspects of leadership including building effective relationships and networks and include paying attention to the **process** of system transformation. The transformational leader is seeking to transform the current ways and standards of work and to create new approaches for change to happen.

System leadership takes these concepts one stage further. In a recentl article in the Stanford Social Innovation Review, *The Dawn of System Leadership*, the authors make the case that there is an increasing need for system leadership.

> "We face a host of systemic challenges beyond the reach of existing institutions and their hierarchical authority structures. Problems like climate change, destruction of ecosystems, growing scarcity of water, youth unemployment and embedded poverty and inequity require unprecedented collaboration among different organizations, sectors, and even countries." (Senge, Hamilton , & Kania, 2015)

An ability to see the larger system and reflect about how it is and is not working are core capabilities of a system leader. They also have the capacity to shift from reactive problem solving and short-term horizons to bringing in others to the collective work of co-creating a different future.

The Dawn of System Leadership article identifies tools and practices that system leaders can use to grow their system leadership skillset. The practices include engaging in reflective thinking and questioning, engaging in system mapping exercises, linking and learning from other system leaders and fostering reflective and engaging generative conversations.

To be effective in impacting community change, leaders need to build their capacity to **engage in systemic thinking and action**. This is about understanding your own leadership biases but then reflecting your leadership in the context of the community system you are seeking to influence and change. It is about moving forward and standing still. It is also about being reflective and generative in conversations and action.

5. BE COURAGEOUS

> *"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."*
>
> *-- Nelson Mandela*

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Researching and writing this paper about different leadership approaches raised questions for me. How do we know which leadership approach to apply in which context? How can the principles influence community change efforts? What do we need to consider as changemakers to build our own capacity for leadership?

Stepping into community leadership requires us to *be courageous*. It is about deciding to step up to a role that might feel uncomfortable and challenging. It is not just about hopes and dreams, but about the intentionality of practicing our leadership when in a context which is not fully controllable and is shifting and emerging. There are many other leaders in the community change space. Community change leadership is about navigating tensions. It takes courage.

Vince Molinaro author of ***The Leadership Contract Workbook*** is blunt about the leadership call to action:

> *Leadership is a decision. Make it.*
> *Leadership is an obligation. Step Up.*
> *Leadership is hard. Get tough.*
> *Leadership is a community. Connect.*

(Molinaro, 2013)

Molinaro helps leaders through the important processes of defining their personal leadership approach. Understanding your personal leadership story and when you have made critical leadership decisions are key steps into the leadership paradigm. Everybody can lead, but the practice of leadership is challenging and requires leaders to step up, get in touch and connect with others to effect change.

Tools for Assessing Your Leadership
- The Leadership Contract Workbook - https://theleadershipcontract.com/2013/08/01/workbook/
- Turning Point – Collaborative Leadership Self Assessment - https://www.tamarackcommunity.ca/library/collaborative-leadership-self-assessment-questionnaires
- Top 5 Leadership Self Assessment Tools - http://www.leadershipgeeks.com/leadership-assessment-tools/
- Kellogg School of Management, Leadership Assessment Tool Inventory - http://www.kellogg.northwestern.edu/faculty/uzzi/htm/teaching-leadership.htm

Stepping up into leadership and aspiring to make an impact in your community can be intimidating for some. There will be people who do not agree with you and those who will actively work against you. The hyperconnected world can be a challenge to community changemakers. Leaders are even more vulnerable to critics, but they can also develop and leverage the diverse expertise of a wide range of leaders.

The Centre for Creative Leadership (CCL) conducted global research on future readiness and identified the following mindsets as critical to being prepared for the future.

- **Think of possibilities instead of constraints**
  Future leaders focus on opportunities that enable them rather than the difficulties that belabour them.
- **Act collaboratively**
  Naturally collaborate with others and leverage on their strengths to quickly scale up the

business rather than attempting to build their own capabilities. They see the sum of the parts being bigger, more agile and adaptive, than the whole.

- **Natural communicators**
  They communicate using multiple channels, different methods and different media to bring the message across to other parties.
- **Be assertive without being offensive**
  They stand firm when necessary, without being foolhardy.
- **Ask critical questions**
  They are comfortable looking at large volumes of data and make informed judgement based on it.
- **Think win-win**
  They believe in reciprocity and help alliance partners in ways that win their trust. Prefer to lead open, dynamic, networked organisations rather than be bound by outdated paradigms of leading traditional linear and hierarchical organisational models.
- **Experiment**
  They test new ideas rather than rely on 'conventional wisdom'. What works then may not work now. What doesn't work in the past may be relevant in current context. (Human Resources , 2018)

FINAL REFELCTIONS

Early in my role as the Director of the [Hamilton Roundtable for Poverty Reduction](#), Jay Connor asked me a pivotal question: 'Did I want to decrease poverty in my community or did I want to preserve my job?' This question was a gut check leadership question. It was an invitation to get tough and step into a leadership role that required me to act and work differently. I had to work with people I did not know who had different views about poverty. I had to ask hard questions. I had to approach the work with impatience and persistence, knowing that I did not have all the answers. It was personally challenging, but the community change work of reducing poverty is hard work.

While leadership is essential to the work of community change, how various leadership approaches align with and contribute to the specific work of advancing community change efforts has not always been clear. My intent in writing this paper is to begin to bring some clarity to this question. Specifically, this paper explored several different approaches to leadership and categorized them, first according to the nature of community change effort. Next, several leadership approaches were aligned to a set of core principles that are central to creating high-impact community change efforts. These principles reflect the dynamic nature of community change and the leadership competency required.
- Principle 1: Make the voice of the people central
- Principle 2: Work across boundaries
- Principle 3: Catalyze change and work adaptively
- Principle 4: Engage in systemic thinking and action
- Principle 5: Be courageous

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Employing a principles-based lens offers community changemakers a disciplined way to draw from a wide range of leadership thinking and practice. Local context, dynamic and fluid change, and the engagement of a diverse set of leaders means that there is no one size fits all approach to leadership in community change. Changemakers need to build their leadership knowledge and capacity, work across boundaries including all voices and embrace their personal leadership story. That's how change happens.

Tamarack's Five Ideas for Community Change

Tamarack has focused expertise in five idea areas that our experience has shown to be central to the work of community change.

Collective Impact – One of the biggest challenges facing community change leaders is impacting systems and policies to improve the well-being of citizens. The Collective Impact idea provides a useful framework for community change that promotes a disciplined form of multi-sector collaboration that enables different sectors to work together effectively, in a comprehensive way, to address complex social and/or environmental issues with a focus on systems and policy change,

Community Engagement – Community Engagement is the process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Tamarack stresses the importance of approaching engagement with an outcomes-based lens, of always involving context experts, and to provide broad community ownership of solutions whenever possible.

Community Innovation – We see Community Innovation as a particular form of social innovation that is place-based within the specific geography of a community. As dynamic "living labs," communities offer the perfect container for innovation.

Collaborative Leadership – The premise of Collaborative Leadership is that if you bring the appropriate people together in constructive ways, with good information, they will create authentic visions and strategies for addressing the shared concerns of organizations and communities. At Tamarack, we believe that collaboration is the new leadership and we work with communities and organizations to implement it.

Evaluating Impact – New approaches to community change require different ways of evaluating impact. We are experimenting with new ways of measuring change, exploring who is responsible for outcomes, developing methods that adapt to the pace of community change, creating alternate ways to involve change-makers involved in the assessment process, and using the results to drive new thinking, better strategies and deeper impact.

Source: *Tamarack Institute 2017 Progress & Impact Report* (Tamarack Institute, 2018, p. 6)

ABOUT LIZ WEAVER

Liz Weaver is the Co-CEO of Tamarack Institute where she is leading the Tamarack Learning Centre. The Tamarack Learning Centre has a focus on advancing community change efforts and does this by focusing on five strategic areas including Collective Impact, Collaborative Leadership, Community Engagement, Community Innovation and Evaluating Impact. Liz is well-known for her thought leadership on Collective Impact and is the author of several popular and academic papers on the topic. She is a co-catalyst partner with the Collective Impact Forum and leads a Collective Impact capacity building strategy with the Ontario Trillium Foundation.

Liz is passionate about the power and potential of communities getting to impact on complex issues. Prior to her current role at Tamarack, Liz led the Vibrant Communities Canada team and assisted place-based collaborative tables develop their frameworks of change, and supported and guided their projects from idea to impact.

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