TOOL | COMPENDIUM OF COLLECTIVE IMPACT RESOURCES: BUILDING COMMUNITY READINESS FOR COLLECTIVE IMPACT

This is the third in the Collective Impact Compendium of Resources series that aims to offer a quick and easy reference for you to find key Collective Impact resources in one place. In this edition of the series, we have curated a list of papers, tools and resources which focus on building community readiness for Collective Impact. Spending time upfront to understand the pre-conditions and other considerations before deciding whether to implement a Collective Impact approach will be valuable in developing an effective and community-focused approach.

USING THIS TOOL WILL HELP YOU:
- Uncover the relevant papers, tools and resources to understand the relevance of the pre-conditions and other considerations of the Collective Impact framework
- Apply the tools to your community context to determine if Collective Impact is an appropriate approach to deploy
- Build capacity for collaboration and Collective Impact

OVERVIEW

Collective Impact is a framework for addressing complex community dilemmas and is most effective when trying to move the needle at a population or systems change scale. It is not a useful framework when the purpose of the collaborative effort is solely to deliver programmatic services or solutions. For the Collective Impact framework to be deployed successfully, the collaborative table should spend time considering a number of pre-conditions before diving into this approach. The pre-conditions of Collective Impact were identified in an article on the framework which appeared in the Stanford Social Innovation Review called Channeling Change: Making Collective Impact Work. Authors John Kania and Mark Kramer of FSG, describe the pre-conditions as engaging influential champions; determining the urgency of the issue and ensuring

that there are adequate resources to move the needle on the challenge the community is facing.

In addition to the pre-conditions, the Tamarack Institute has identified some other considerations to ensure that Collective Impact is the right approach. These considerations have emerged from our engagement with place-based poverty reduction efforts across Canada, Vibrant Communities: Cities Reducing Poverty and researching the field of collaborative practice. The other considerations include: community readiness; community context and determining the complexity of the issue.

This Compendium of Resources: Building Community Readiness for Collective Impact is targeted at communities considering deploying the Collective Impact framework. Spending time upfront to understand the pre-conditions and other considerations will be valuable in developing an effective and community-focused approach.

The 5 Phases of Collective Impact

Components for Success	Phases I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance & Infrastructure	Convene Community Leaders	Identify champions and form cross-sector Steering Committee (SC) to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups (WGs) and select backbone organization	Build out the backbone organization, evolve WGs to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop blueprint for implementation and identify quick wins	Refine strategies and mobilize for quick wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice, gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Determine if there is consensus/ urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report process (process to learn and improve)

THE PRE-CONDITIONS FOR COLLECTIVE IMPACT

The three pre-conditions of Collective Impact include engaging influential community champions; determining the urgency of the community issue to be tackled and ensuring there are adequate human and financial resources. Considering these pre-conditions is essential before stepping up to building a Collective Impact approach. The following papers, tools and online resources will

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equip early-stage Collective Impact efforts with information to build an impactful collaborative effort.

Influential Champions

- FSG: Video: Practitioner Insights: Why Collective Impact? - https://www.fsg.org/tools-and-resources/why-collective-impact
- The Harwood Institute: Paper: Putting Community In Collective Impact - https://theharwoodinstitute.org/news/2015/10/27/putting-community-in-collective-impact
- Collective Impact Forum: Resource: Bringing an Equity Lens to Collective Impact - https://collectiveimpactforum.org/resources/bringing-equity-lens-collective-impact
- Tamarack Institute: Tool: Who do we Want to Engage? - http://www.tamarackcommunity.ca/library/who-do-we-want-to-engage-tool
- Tamarack Institute: Tool: Engaging Your Top 100 - http://www.tamarackcommunity.ca/library/top-100-engagement-tool
- Co-Creative Consulting: Tool: The Four Voices of Collaborative Innovation - http://docs.wixstatic.com/ugd/7c2b0e_ecc7ed3627ad4f41838bda5347c51945.pdf
- Tamarack Institute: Tool: Establishing Values and Principles for Working Together - http://www.tamarackcommunity.ca/library/establishing-values-and-principles-for-working-together-tool
- Tamarack Institute: Tool: Gives and Gets - http://www.tamarackcommunity.ca/library/gives-and-gets-tool
- Tamarack Institute: Tool: Agree – Disagree for Collaboration - http://www.tamarackcommunity.ca/library/agree-disagree-tool-collaboration
- Co-Creative Consulting: Tool: Collaborator Innovation Attributes - http://docs.wixstatic.com/ugd/c70df5_29bbdd7e20b7466a8143742490c0a38a.pdf

Urgency of the Issue

- Tamarack Institute: Tool: Scoping our Work - http://www.tamarackcommunity.ca/library/scoping-our-work-tool
- Tamarack Institute: Tool: Key Factors Mapping - http://www.tamarackcommunity.ca/library/the-key-factor-mapping-tool-worksheet
- Tamarack Institute: Tool: Empathy Mapping - http://www.tamarackcommunity.ca/library/empathy-tool-map
- Co-Creative Consulting: Method: Developing Shared Understanding - http://docs.wixstatic.com/ugd/7c2b0e_b6f62632290a40a1bc4cb425a8c330be.pdf

Adequate Resources

- Tamarack Institute: Tool: Stakeholder Engagement Wheel - http://www.tamarackcommunity.ca/library/stakeholder-engagement-wheel
- Tamarack Institute: Tool: Collective Impact Initiative Budget - http://www.tamarackcommunity.ca/library/collective-impact-initiative-budget-tool
- Collective Impact Forum: Tool: Sustaining Collective Impact Efforts - https://collectiveimpactforum.org/sites/default/files/Sustaining%20Collective%20Impact%20Efforts%20Tool.pdf

OTHER CONSIDERATIONS: COMMUNITY READINESS, COMMUNITY CONTEXT, COMPLEXITY OF THE ISSUE

The Tamarack Institute, in researching the field of community change practice, has also identified that impactful Collective Impact efforts have a strong understanding of the readiness of their community to address a complex issue. The other considerations including determining community readiness; understanding the local context and how the issue is challenging the local context and focusing on the right strategy for the complex issue. These papers, tools and online resources will guide Collective Impact practitioners in building their capacity and effectiveness.

Community Readiness

- Collective Impact Forum: Online Resource: Is Collective Impact the Right Approach for you? - https://collectiveimpactforum.org/resources/collective-impact-right-approach-you
- Collective Impact Forum: Webinar: Setting the Scene for Collective Impact - https://collectiveimpactforum.org/resources/setting-scene-collective-impact
- The Harwood Institute: Resource: The Harwood Index: Five Stages of Community Life - https://buildingdialogue.files.wordpress.com/2010/09/5stages.pdf
- The Harwood Institute: Paper: The Ripple Effect: How Change Spreads in Communities - https://theharwoodinstitute.org/news/2015/11/2/the-ripple-effect-how-change-spreads-in-communities
- Tamarack Institute: Paper: Ready, Set, Go: Building Readiness for Collaborative and Community Impact - https://www.tamarackcommunity.ca/hubfs/Resources/Publications/Ready%20Set%20Go%20Liz%20Weaver%20paper.pdf
- Tamarack Institute: Tool: Assessing Readiness - http://www.tamarackcommunity.ca/library/assessing-readiness-tool
- Tamarack Institute: Tool: Journey Map - http://www.tamarackcommunity.ca/library/journey-map

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Community Context

- Co-Creative Consulting: Tool: Six Patterns in Collaboration Innovation - http://docs.wixstatic.com/ugd/7c2b0e_8c4e8527f4bc4d1dadaabb90013aab7c.pdf
- Co-Creative Consulting: Tool: Polarities in Collaboration Innovation - http://docs.wixstatic.com/ugd/c70df5_0297c1563c5c4b1da1980b4be36e83f4.pdf
- Tamarack Institute: Tool: The Collaboration Spectrum: http://www.tamarackcommunity.ca/library/collaboration-spectrum-tool
- Collective Impact Forum: Tool: Community Engagement Toolkit - https://collectiveimpactforum.org/resources/community-engagement-toolkit
- Tamarack Institute: Webinar: Asset Mapping: Finding Strength in your Neighbourhood - http://www.tamarackcommunity.ca/library/webinar-asset-mapping-finding-the-strength-in-your-neighbourhood
- Tamarack Institute: Tool: Personal Asset Inventory - http://www.tamarackcommunity.ca/library/personal-asset-inventory-tool
- Tamarack Institute: Tool: Community Reference System - http://www.tamarackcommunity.ca/library/community-reference-system-tool

Complexity of the issue

- Cognitive Edge: Video: The Cynefin Framework - https://www.youtube.com/watch?v=N7oz366X0-8
- Harvard Business Review: Paper: A Leader's Framework for Decision-Making - https://hbr.org/2007/11/a-leaders-framework-for-decision-making
- Tamarack Institute: Online Article: Building Readiness to Tackle Complexity: Problem Identification and Scoping - http://www.tamarackcommunity.ca/latest/building-readiness-tackle-complexity
- Collective Impact Forum: Tool: Collective Impact Feasibility Framework - https://collectiveimpactforum.org/resources/collective-impact-feasibility-framework
- Tamarack Institute: Tool: Systems Change: Complexity and Collaborative Leadership - http://www.tamarackcommunity.ca/library/engaging-in-systems-change-complexity-and-collaborative-leadership
- Tamarack Institute: Paper: Transformational Change is Possible - https://cdn2.hubspot.net/hubfs/316071/Resources/Article/Transformational_change_is_possible_by_Liz_Weaver_002.pdf
- Collective Impact Forum: Paper: Embracing Emergence: How Collective Impact Addresses Complexity - https://collectiveimpactforum.org/resources/embracing-emergence-collective-impact-addresses-complexity

A FINAL NOTE:

This Compendium of Collective Impact resources was developed by the Tamarack Institute team. It is a starting point for emerging and existing Collective Impact leaders. If you have a tool or a resource that has been helpful to your Collective Impact work, contact us at tamarack@tamarackcommunity.ca and we will include that tool in future iterations of this Compendium of resources.

LEARN MORE:

Be sure to access the first two Compendiums in the series:

- Compendium of Collective Impact Resources Part One: The Five Phases
- Compendium of Collective Impact Resources Part Two: Leadership, Governance, and Backbones

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