




# Collaboration: A Mechanism for Solving Complex Community Challenges

CSR Conference



Liz Weaver  
Co-CEO, Tamarack Institute



tamarackcommunity.ca



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

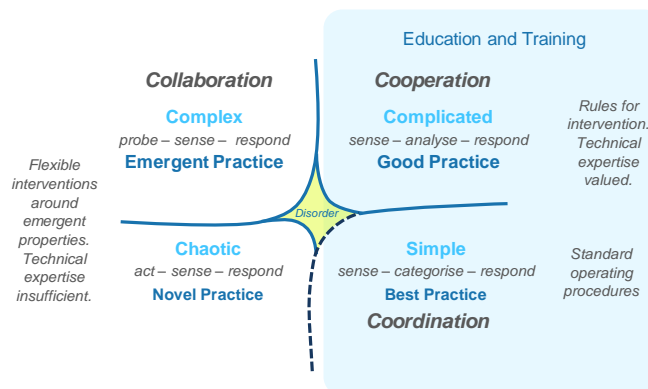



In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

# 5 Big Ideas

1. Navigating Complexity is challenging
2. The Collaborative Premise
3. The Collaboration Spectrum
4. Collaboration for Collective Impact
5. You: A Collaborative Changemaker

## Complexity and the Cynefin Framework



<http://www.youtube.com/watch?v=N7oz366X0-8>

Cynefin Framework by Snowden & Kurtz

## Characteristics of Complex Problems

Complex problems are difficult to frame	The cause and effect relationships are unclear
There are diverse stakeholders	Each experience is unique
The characteristics and dynamics of the issue evolve	There is no obvious right or wrong set of solutions
There is no single measure of success	The community is also evolving and changing



### The Collaborative Premise:

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 the organization and the community.

## Collaborative Premise: Shared Agreements

- Shared concern needs to be addressed
- Identify a need to work together
- Determine how to work together
- Shared understanding of the information
- Shared definition of the problem
- Agreement on solutions
- Agreement on action steps



## Collaborative Leadership



**DEVELOPING AWARENESS**  
helps us work from multiple levels of insight about what's going on inside ourselves, with others, and in larger systems.



**CLARIFYING INTENTION**  
helps us act with congruence and integrity toward the ultimate desired future state for ourselves and others.



**IDENTIFYING CHOICES**  
involves seeing "choice points" rather than reacting out of habit, bias, or fear to what's happening around us.



**CULTIVATING COURAGE**  
helps us "take the leap" when we need to lead ourselves and others through uncertainty, which builds courage for all.

Source: [www.cocreativeconsulting.org](http://www.cocreativeconsulting.org)






**Collaboration grows at the speed of trust**

**THE COLLABORATION SPECTRUM**

						Trust
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.
						Turf

 **TAMARACK**  
INSTITUTE



## Collaboration Road Blocks and Resistance

**TAMARACK  
INSTITUTE**

tamarackcommunity.ca



**WARNING**

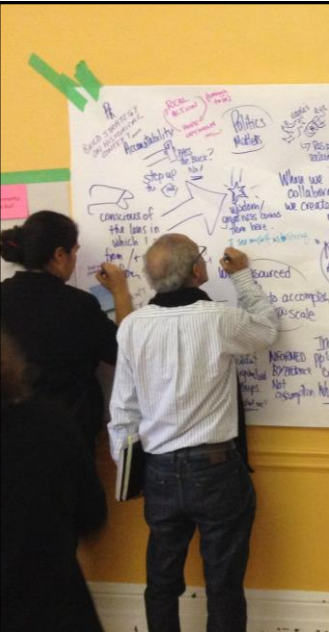
**CHALLENGES  
AHEAD**

- Power dynamics
- Partner motivations
- 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?

**TAMARACK  
INSTITUTE**



Culture eats strategy for **breakfast!**

**Collaboration for Collective Impact**



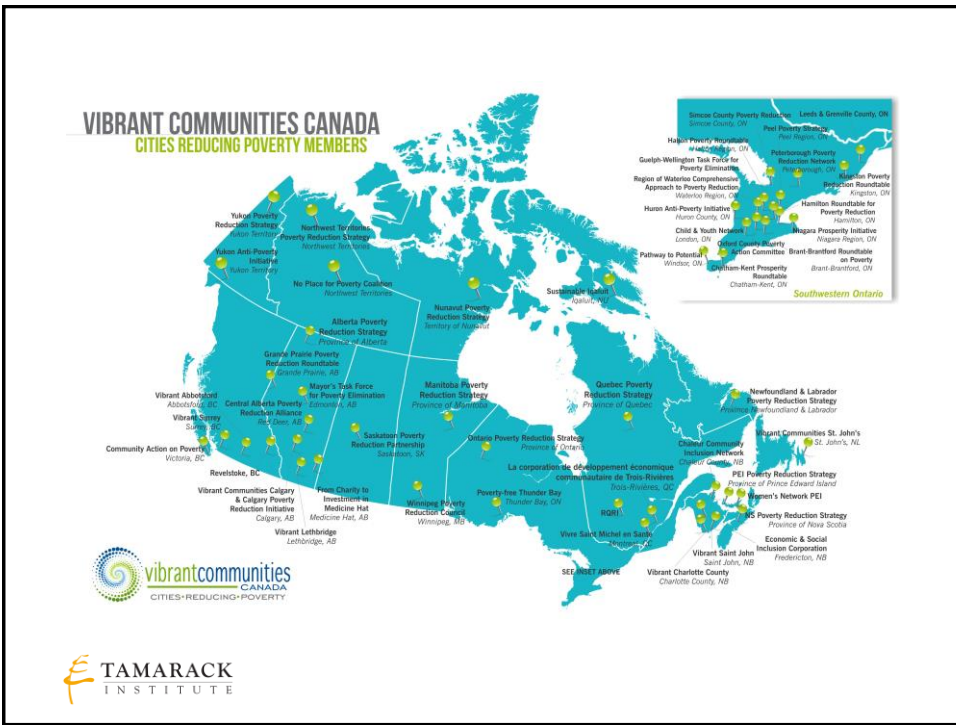
tamarackcommunity.ca

# The 5 Conditions of Collective Impact

- 1 Common Agenda**
  - Common understanding of the problem
  - Shared vision for change
- 2 Shared Measurement**
  - Collecting data and measuring results
  - Focus on performance management
  - Shared accountability
- 3 Mutually Reinforcing Activities**
  - Differentiated approaches
  - Coordination through joint plan of action
- 4 Continuous Communication**
  - Consistent and open communication
  - Focus on building trust
- 5 Backbone Support**
  - Separate organization(s) with staff
  - Resources and skills to convene and coordinate participating organizations



tamarackcommunity.ca





## Vibrant Communities: Cities Reducing Poverty IMPACT



- By 2017, Canada reduced poverty rate by 20% lifting 825,000 people out of poverty
- Network of 344 cities across 70 Regions
- All levels of government involved
- Local leadership – National coordination
- 10 core strategies identified



## 344 Cities – 10 Shared Strategies



1. Launch City-wide initiatives
2. Focus on poverty reduction
3. Support good jobs
4. Strengthen neighbourhoods
5. Include affordable transportation
6. Access to community services
7. Address affordable housing
8. Focus on health outcomes
9. Embrace a human rights-based approach
10. Build a movement for change.





# You: A Collaborative Changemaker

 TAMARACK INSTITUTE

tamarackcommunity.ca

## Disruptive Times Require Skilled Changemakers

1. Make the voice of people central
2. Work across boundaries
3. Catalyze change and work adaptively
4. Engage in systemic thinking and action
5. Be courageous

# Questions?

Read Liz's Paper  
**Disruptive Times Require Skilled Changemakers**

<http://www.tamarackcommunity.ca/library/paper-disruptive-times-require-skilled-changemakers>



tamarackcommunity.ca

## STAY CONNECTED | COMMUNITY CHANGE

### Get the latest in community change:

- Collective Impact
- Community Engagement
- Collaborative Leadership
- Community Innovation
- Evaluating Community Impact

Visit us at:

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)





**COMMUNITY CHANGE  
FESTIVAL**

SEPT 30 - OCT 3, 2019 • VANCOUVER, CANADA

More info at:  
<http://events.tamarackcommunity.ca/community-change-festival>



**Thank you!**

Get in touch with Liz:  
[liz@tamarackcommunity.ca](mailto:liz@tamarackcommunity.ca)

 **TAMARACK  
INSTITUTE**

[tamarackcommunity.ca](http://tamarackcommunity.ca)