A Tamarack Institute Webinar

DO WE KNOW THE PROBLEM WE'RE TRYING TO SOLVE?

With Liz Weaver and Sylvia Cheuy

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GRATITUDE & ACKNOWLEDGEMENT

We begin this webinar by acknowledging that we are meeting on the traditional lands of the First Nations peoples. As part of our commitment to Canada's Truth and Reconciliation Process, we recognize the importance of land recognitions as one small way of honouring and demonstrating respect for the diverse histories and cultures of all First Nations people.

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TECHNICAL CONSIDERATIONS

- **We've got you covered -** You will receive a full recording of the call, the slides as well as a collection of links & resources

- **Join the conversation** - Use the Q&A panel on your Zoom client to submit and vote for questions you'd like us to discuss

- **Technical Support** - You can use the chat panel to ask for technical support throughout the webinar

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WHO'S JOINING TODAY?

Who is in the virtual room today?

- individuals have registered from the following countries:
  - Canada, United States, Australia, Afghanistan, New Zealand and the United Kingdom

- The sectors and issues represented today include:
  - Non-profit, Philanthropy, Public Health, Community/Social Services, Climate, Education, Anti-Poverty, Literacy, Mental Health, Faith-Based Services, Employment Services

Five intriguing organizations registered for today's webinar:

- Centre for Skills Development: https://www.centreforskills.ca/
- Poverty Free Thunder Bay: https://www.facebook.com/profile.php?id=100064479830800
- Los Angeles County Public Health http://publichealth.lacounty.gov/mch/
- Alberta Energy Regulator: https://www.aer.ca/
- Townshippers' Association: https://townshippers.org/

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Liz Weaver
Co-CEO
Tamarack Institute

Sylvia Cheuy
Consulting Director of Collective Impact
Tamarack Institute

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2 FACETS OF DEFINING THE PROBLEM WE WANT TO SOLVE
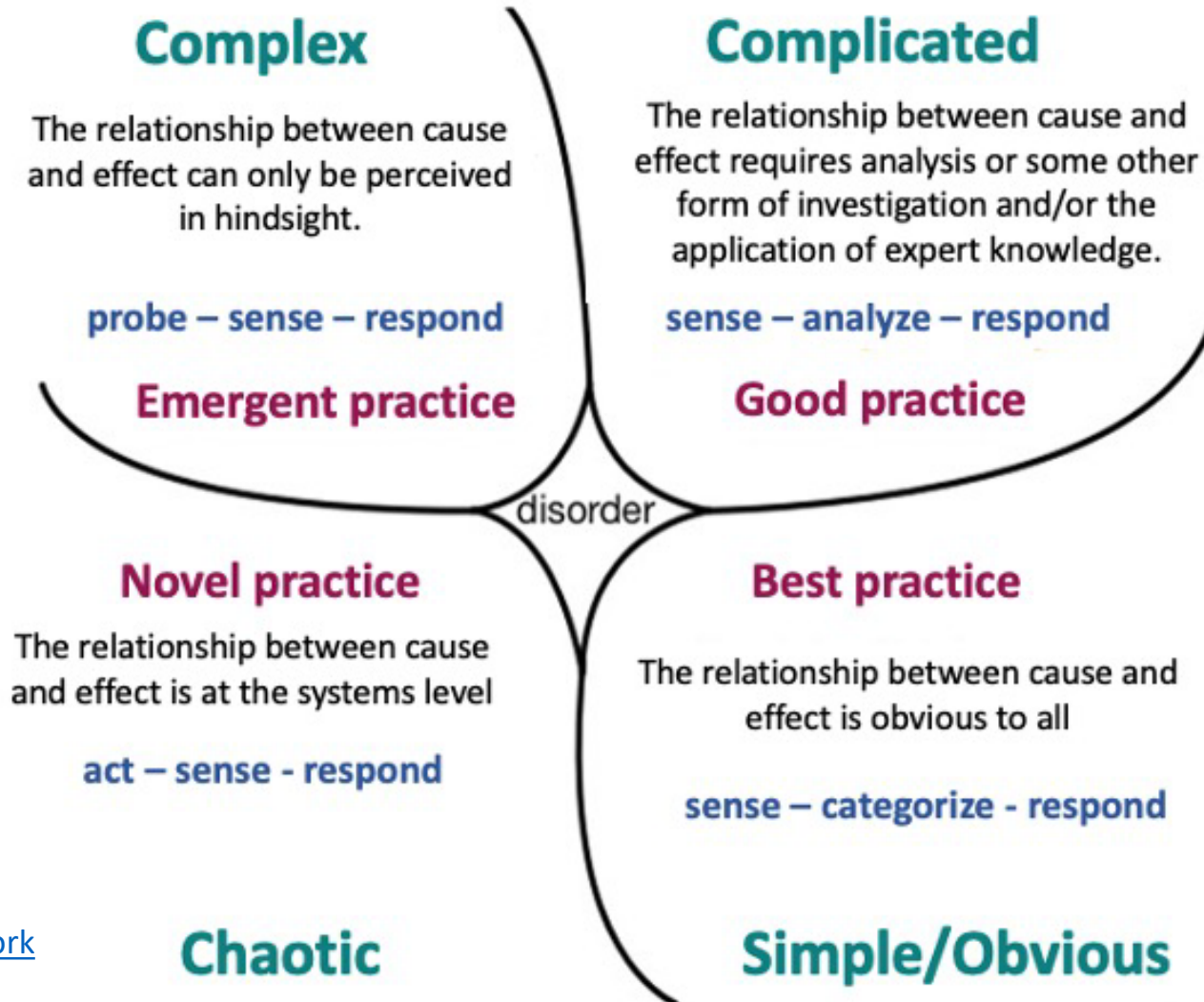

1. **What is our shared aspiration?**

   - What is our shared goal and outcomes?

   - Reflects community hopes & values

   - Broad energy and enthusiasm to achieve it

   - Sufficiently ambitious that it cannot be achieved with a "business as usual" approach

2. **What type of problem is it?**

   - Problems can be categorize into four types

   - Strategies and approaches to address a problem depend on type of problem it is

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DEFINING THE TYPE OF PROBLEM | THE CYNEFIN FRAMEWORK

Complex

The relationship between cause and effect can only be perceived in hindsight.

probe – sense – respond

Emergent practice

Complicated

The relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge.

sense – analyze – respond

Good practice

disorder

Novel practice

The relationship between cause and effect is at the systems level

act – sense - respond

Best practice

The relationship between cause and effect is obvious to all

sense – categorize - respond

Chaotic

Simple/Obvious

SOURCE: The Cynefin Framework
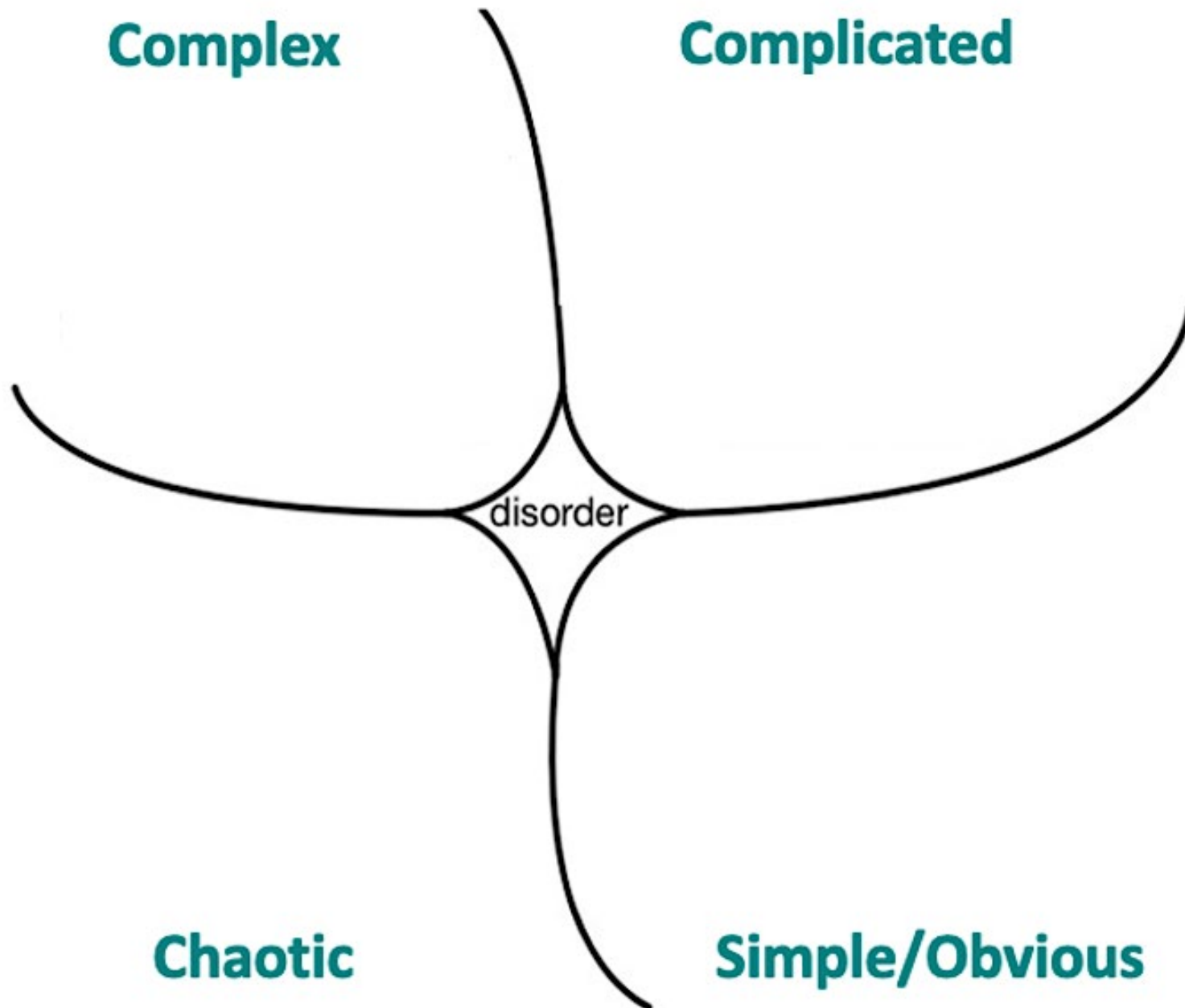by David Snowden

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Defining a Collaborative Problem or Opportunity

- What is the current collaboration challenge/problem or opportunity that you are trying to resolve?

- Who is involved?

- How does this problem show up in the community?

- Try to capture as much detail as you can about the problem.

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Simple/Obvious

The Collaborative Problem/ Opportunity:

- What parts of your problem are found in the different sections of the Cynefin Framework?

- Place the parts of the problem in the sections that apply.

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Complex   **Complicated**

disorder

- What parts of your problem are found in the different sections of the Cynefin Framework?

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Chaotic   **Simple/Obvious**

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Complex

- Educational achievement is not valued by the youth or their family
- Family members have had poor educational outcomes
- There are a lot of jobs in the community that do not require a high school diploma
- There is a high gang culture
- Youth feel disconnected from the community

Complicated

- The high school is not accessible to all youth – some have limited transportation options
- The courses require access to technology
- The school is only open certain hours
- There are no alternative education programs for youth who do not complete high school

disorder

- The school system provides education for youth in our community

Chaotic

Simple/Obvious

The Collaborative Problem/ Opportunity:

EXAMPLE

Our collaborative is working to supporting youth to graduate from high school

Complex

Probe – sense – respond

Develop small prototypes, learn as you go and look for solutions you haven't tried

Complicated

Sense – analyze – respond

Look for good practice solutions. Bring in the experts to solve the problem

disorder

Act – sense – respond

Act immediately to resolve the problem. Look for innovation once the crisis is resolved

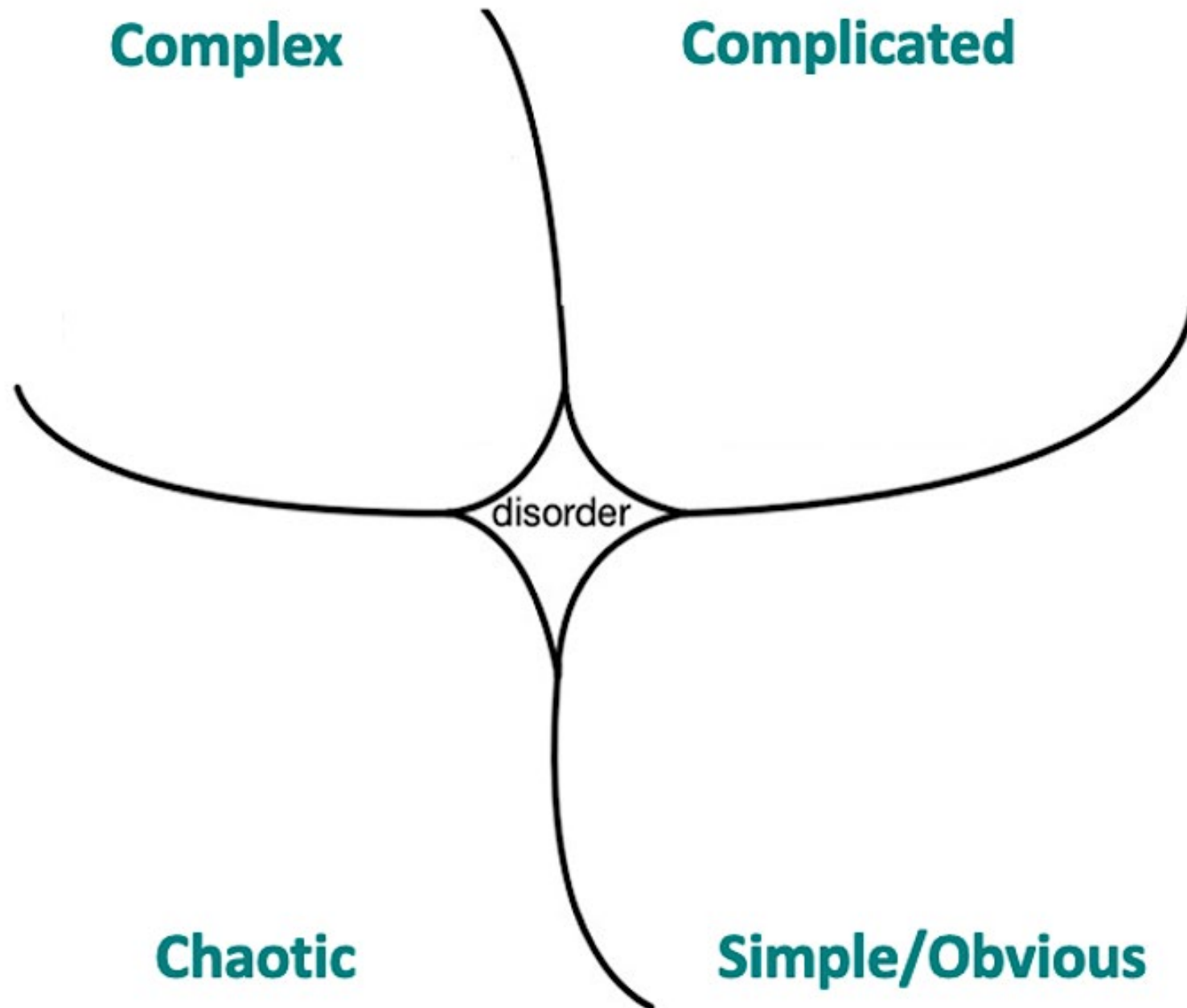# Chaotic

Sense – categorize – respond

Focus on the obvious solution…delivering a program or service

Simple/Obvious

The Collaborative Problem/ Opportunity:

Describe how you might develop a collaborative problem solving strategy in each of the sections.

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Complex   **Complicated**

disorder

Chaotic   **Simple/Obvious**

**The Collaborative Problem/
Opportunity:**

Which individuals or
organizations would be helpful
for you or your collaborative to
solve the different parts of the
problem?

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COMPLEX PROBLEMS REQUIRE COLLABORATIVE SOLUTIONS

Multisector collaboration:

- Reveals assumptions and co-creates a deeper understanding of a shared issue

- Includes the perspective of "context experts" who are closest to the problem

- Requires a mindset of curiosity, exploration, and innovation

- Assumes that responsibility for addressing the issue will be shared

- Builds broad understanding to support successful implementation

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THE POWER OF FRAMING & STORYTELLING

Framing:

- Enables better understanding of a complex issue (sense-making & interpretation)

- Influences how we interpret and respond

- Rich dialogue between perspectives results in good framing

- Reframing can change how an issue is viewed and spark innovation

Storytelling:

- Central to how humans make sense of the world

- Important when problems are not easily seen or abstract and open to interpretation

- Easily remembered - touching both mind AND heart

- Compelling "stories of change" can effectively mobilize people & communities

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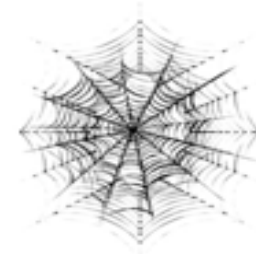# 3 TYPES OF STORY FOR COLLABORATIVE LEADERS

STORY AS LIGHT

- Illuminates past, present & future
- Reveals system cracks
- Shed light on possible visions for the future

STORY AS GLUE

- Helps us discover our commonality
- Helps us connect in spite of our differences

STORY AS WEB

Help us change the current stories about:

- Ourselves
- Our world and our place within it

SOURCE: *Using Story to Change Systems*, Ella Saltmarshe

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COLLABORATIVE LEADERSHIP CAPACITIES FOR COMPLEXITY

- **Comfort in Uncertainty** – ability to take the next "wise step" forward when the path is unclear and without proven solutions

- **Pattern Recognition** – the ability to discern patterns within the dynamics of complex issues

- **Leadership Capacities for Navigating Complexity** – Skills that enable collaborative leaders to build trust and meaningfully engage others in experimentation and iteration

8 Leadership Capacities for Navigating Complexity			
Stay Grounded	Voice & Space	Ask Powerful Questions	Zoom In Zoom Out
Listen	Be Aware of Power	Compassion & Empathy	Systems Awareness

SOURCE: *Leadership Capacities* by colab

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QUESTIONS?

BUILD YOUR SKILLS THROUGH TAMARACK VIRTUAL WORKSHOPS

STRENGTHENING THE MINDSET & SKILLS FOR LEADING A COLLABORATIVE

January 26, 2023 | Virtual Workshop

January 26, 2023

Collaborative Leadership & Governance

February 23, 2023

February 23, 2023

To learn more visit: https://www.tamarackcommunity.ca/eventlisting#Feature

Build your skillset through Tamarack's Foundation Online Learning Courses

Foundations of Community Engagement

Foundations of Collective Impact

Foundations of Participative Evaluation

Courses are available in French and English
To learn more visit: https://www.tamarackcommunity.ca/online-courses

THANK YOU