

A Collective Impact Webinar Series

COLLABORATIVE LEADERSHIP FOR COLLECTIVE IMPACT

This webinar series is brought to you by the National Council of Social Service, Singapore and Tamarack Institute

Workshop Speakers



Liz Weaver
Co-CEO,
Tamarack Institute



Paul Born
Co-CEO,
Tamarack Institute

Goals for the Webinar

- Defining Collaborative Leadership and how it connects to Collective Impact
- Understand how leadership is unique in the Collective Impact context
- Connect the key role of board members in collective impact efforts
- Identify how Board members and community leaders can deploy collective impact to achieve system level impacts



Collaborative Leadership

Collaborative Leadership – The Collaborative Premise

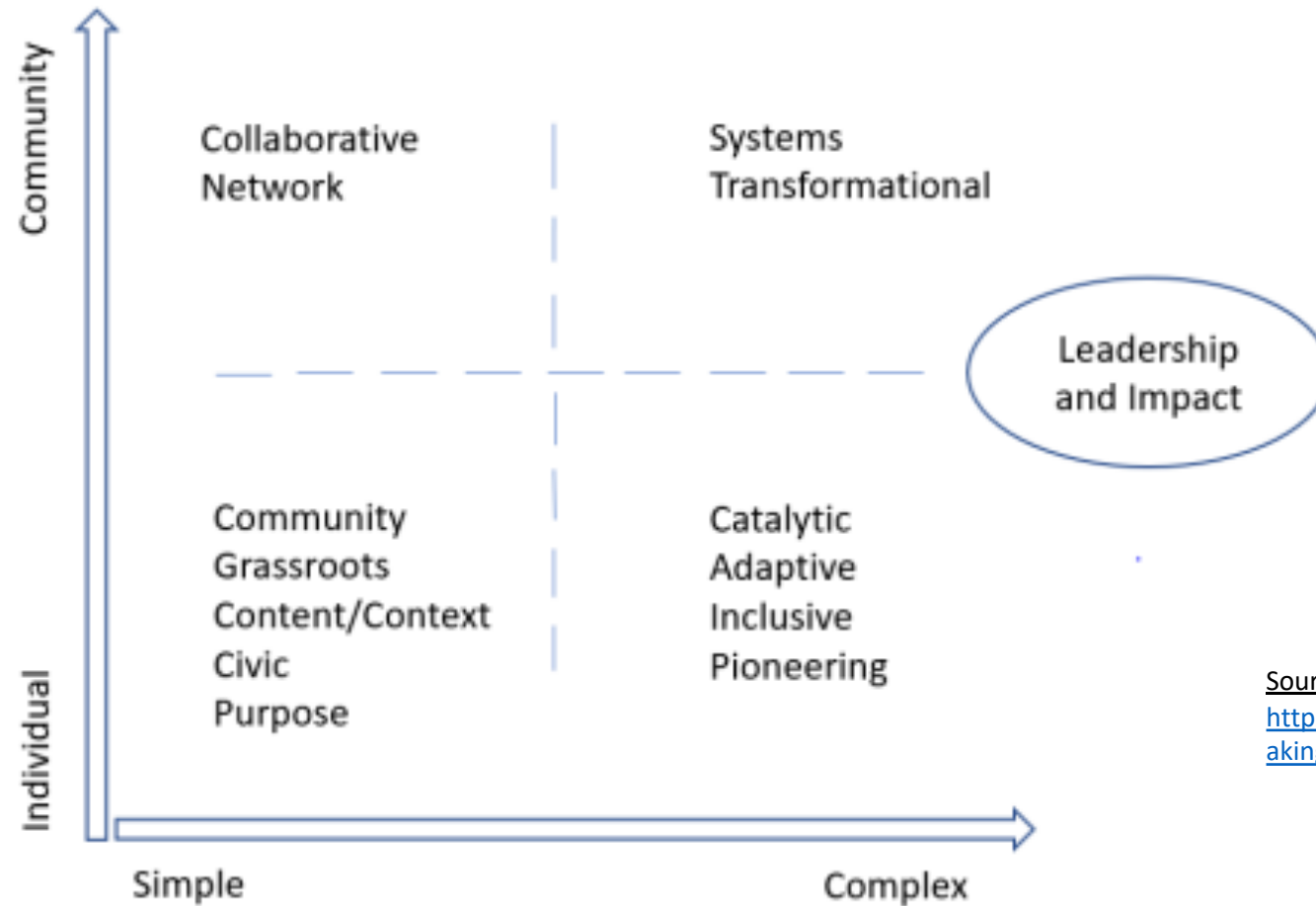
If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organizations and the community.

Source: David Chrislip, The Collaborative Leadership Fieldbook
<http://tamarackcommunity.ca/g3s5l.html>

Collaborative Leadership – 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

Making Sense of the Multiple Faces of Leadership



Source:
<https://www.tamarackcommunity.ca/library/making-sense-of-the-multiple-faces-of-leadership>

The Principles for Impactful Collaborative Leadership

Principle 1: Make the voice of the people central

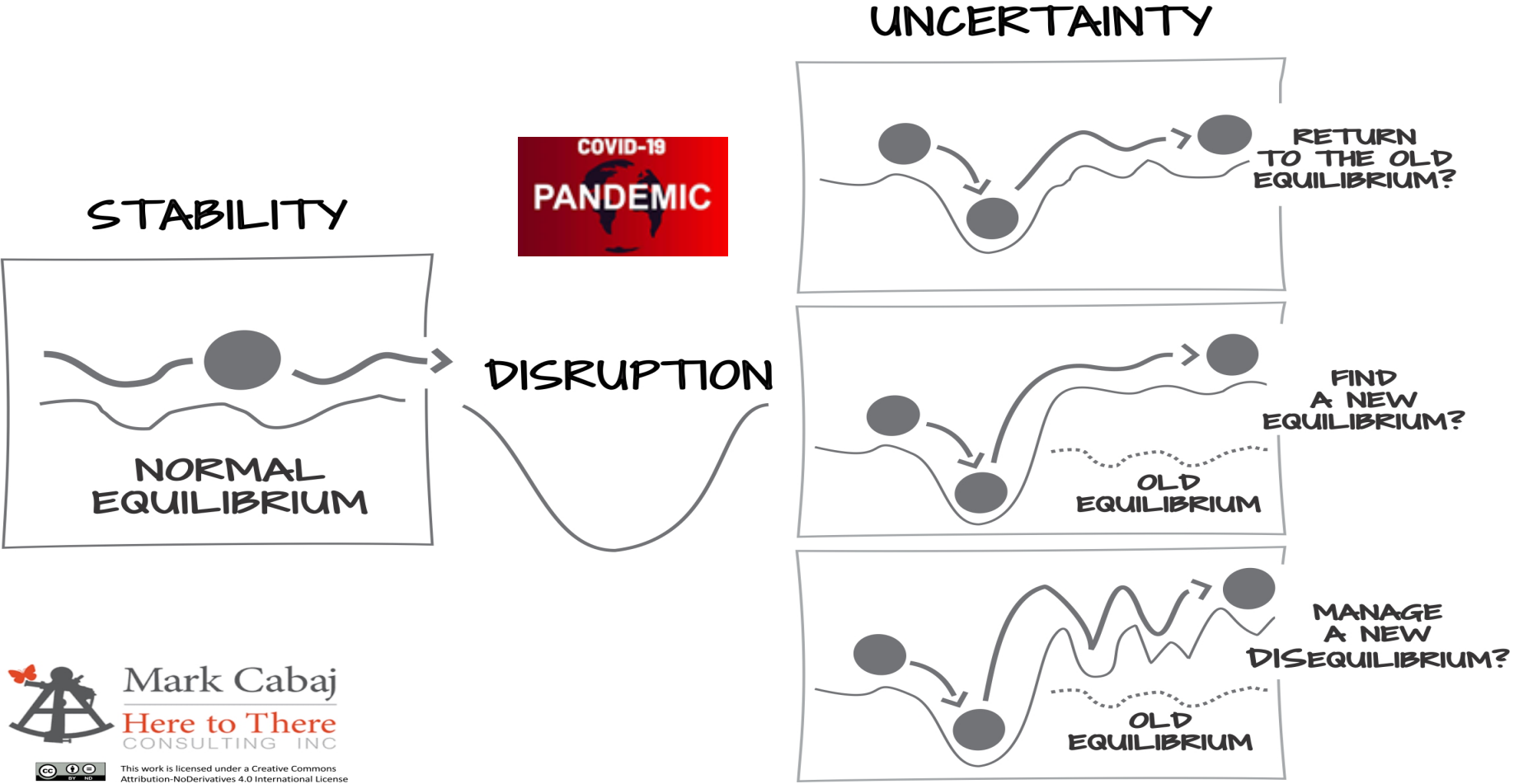
Principle 2: Work across boundaries

Principle 3: Catalyze change and work adaptively

Principle 4: Engage in systemic thinking and action

Principle 5: Be courageous

Collaborative Leadership in Disruptive Times



Collaborative Leadership in Disruptive Times

- Protect the core
- Call on cross-functional teams to help solve problems
- Keep people accountable and adjust their deliverables
- Pivot for new opportunities
- Create an agile enterprise from the top down
- Generate insights about where to pivot

Source: [The Covid Two-Step for Leaders: Protect and Pivot](#) – Harvard Business Review



Collective Impact

Pre-Conditions of Collective Impact

- Influential Champions
- Urgency of the Issue
- Adequate Resources

The Five Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Diverse Voices * Responsive * Community Aspiration

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * Alignment * Tracking Progress * Results

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * System * Supportive * Centered

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Trust * Transparency * Ongoing * Engagement

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * Convener * Coordinate * Movement

Collective Impact and the Board of Directors

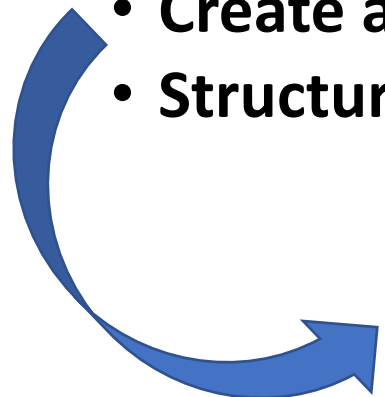
Common Agenda	<ul style="list-style-type: none">• Mission Alignment• Advancement of issue
Shared Measurement	<ul style="list-style-type: none">• Access to data• Share data• Contribute to population level impact
Mutually Reinforcing Activities	<ul style="list-style-type: none">• New resources• New program opportunities• New collaborative partners
Continuous Communications	<ul style="list-style-type: none">• Connected into larger community issue• Communicate organizational vision, mission, priorities• Community-wide visibility for organization
Backbone Infrastructure	<ul style="list-style-type: none">• Convener of collective impact effort• Financial resources• Get issue in front of policy makers• Member of leadership team

Collective Impact is Collaborative Leadership
but Working Differently

Four ways Collaborative Leaders can work differently

- Consider who is involved
- Develop agreements on how people work together
- Consider how progress happens
- Determine what type of leadership is required

Mindset Shift: How People Work Together

- 
- **Create a common intent**
 - **Structure to take advantage of emergence**
-
- Collective Seeing
 - Collective Learning
 - Collective Doing



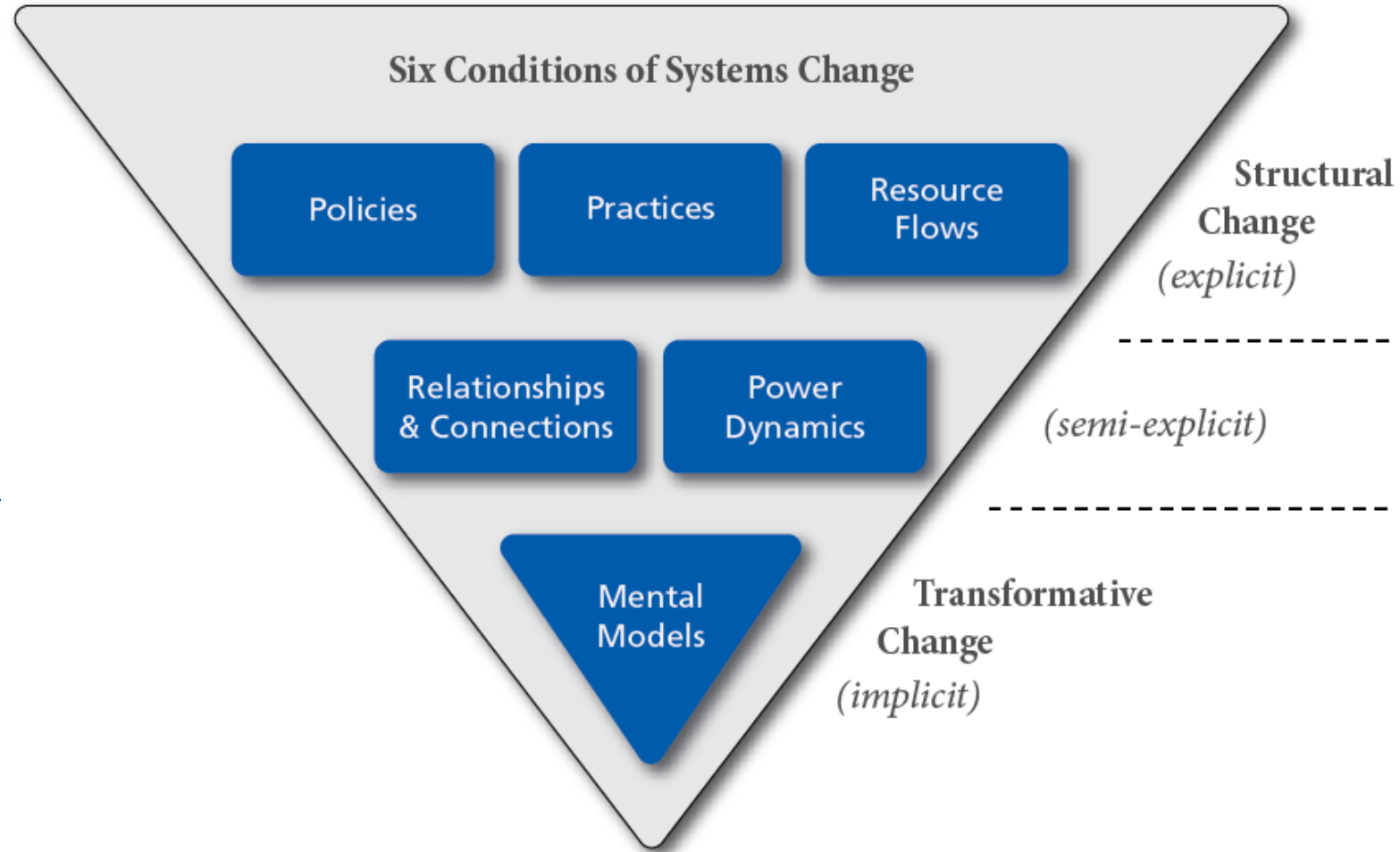


Karen J. Pittman

Co-Founder, President & CEO of
the Forum for Youth Investment

- Programmatic interventions help people **beat** the odds
- Systemic interventions seek to **change** the odds

Collective Impact through Systems Change



Source:

https://www.fsg.org/publications/water_of_systems_change

Collective Leadership



Considering Collective Impact Governance

Elements of a Collective Impact Governance Structure



Collective Impact Leadership Roles

Convener of Collective Impact
(Convener Organization Board
of Directors, Membership)

- Organizational Leadership
- Credibility to convene partners
- Commitment to issue
- Capacity and resources

Fiscal Sponsor

- Fiduciary responsibility
- Host and supervise staff
- May provide additional resources as an investor
- Alignment with mission, vision and values of USBC

Backbone Staffing

- Staff Leadership
- Servant leadership to collective impact partner table(s)
- Focus on implementing collective impact conditions
- Continuous communications to build community will and address accountability

Collective Impact Leadership Roles

Collective Impact Leadership Roundtable

- Multi-sector partners with Spheres of Influence
- Commit their organizations to the change outcomes
- May be advisory to the initiative as a whole
- Learning Community is built in to learn together

Collective Impact Steering Committee

- Composed of a smaller subset of member organizations
- Guide and support the oversight of the CI effort, and identify opportunities for synergies across the CI effort
- Decision making table

Working Groups or Action Teams

- Comprised of members and partner stakeholder organizations
- Drive forward sub-sets of the collective effort

Additional Roles in Collective Impact



Critical Collective Impact Governance Tools

- Guiding Values and Principles
- Terms of Reference and Memorandums of Understanding
- Considering the Risks and the Rewards
- Understanding the Roadblocks and Resistance

Considerations beyond the Collective Impact Structure

- Member characteristics: influence, commitment, diversity, motivations
- Decision-making: majority, consensus, etc.
- Authority: Bottom-up, Top Down, In the Middle
- Communication: informal, formal
- Leadership Style: charismatic, servant leadership, etc.
- Group culture: risk oriented, process light/heavy, etc.
- Sponsorship Arrangements: number, roles, structure

Roadblocks and Resistance in Collective Impact

- 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?

Core Ideas for Collaboration Leadership for Collective Impact

- There are different approaches to collaborative leadership
- Disruptive times requires collaboration and collaborative leadership
- Collective impact is working differently with a focus on systems change and impact
- Collaborative structures should consider both process and product



Workshop Speakers



Melissa Tan

Senior Deputy Director,
Resilience and Engagement,
Ministry for Culture,
Community and Youth

Working Together for Collective Impact

Collective Impact Webinar

23 September 2020

The Singapore we have today is the result of the collective effort of generations of active citizens

- The Pioneer and Merdeka generation actively worked together to overcome adversities and differences to turn diversity into a strength
- The nature of these collaborations may have evolved but the ethos of working collaboratively remains the same



We need to continue working together to overcome new challenges and seize new opportunities

more **COMPLEX** challenges



more **DIVERSE** and **MATURE** people



- Government alone does not have the monopoly of ideas, answers and solutions
- Need collective leadership, ideas and effort to seize opportunities and overcome challenges

We need to work together to

develop our ethic of **CITIZENSHIP**



strengthen joint **OWNERSHIP**



grow **TRUST** and **CARE**



Singapore Together is about working with Singaporeans to recover from Covid-19, and emerge stronger as a society



“

The worst of times can bring out the best in our people. How we respond to it, how our nation comes together, will show much about our values as a people, and the principles we hold dear.... This will be a whole of nation effort, which will take our collective energies and ideas to do well.

DPM Heng Swee Keat
Solidarity Budget Speech, 7 Apr 2020

Working together to strengthen our democracy of deeds

Building
Our
Future
Together



Govt working with citizens and stakeholders to **build consensus** amidst diversity, and **co-create and co-deliver policies and programmes**



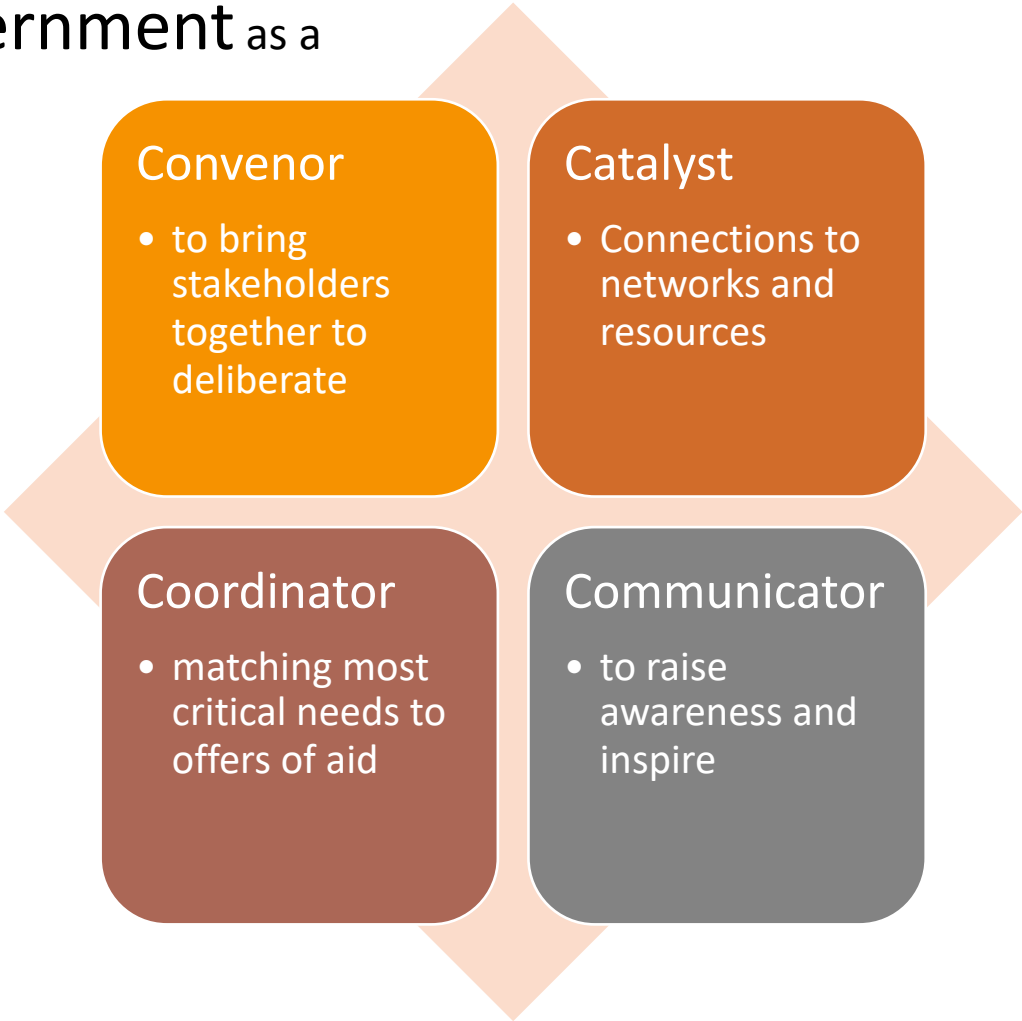
Citizens and stakeholders working with one another on issues they care about



Staying united in times of crisis - helping each other and working together to weather the storms

Working Together for Collective Impact

Government as a



Relying on partners with the **experience, expertise, networks** and **nimbleness** to identify issues and address challenges effectively

We are working with new stakeholders through new approaches to co-create upstream and co-deliver downstream

Spaces and Places



HDB Lively Places Challenge



Somerset Belt

Sustainability and the Environment



Citizen Workgroup on Recycling Right

For a better, more inclusive Society



PEERS Network



Enabling Masterplan

SG Cares Community Networks & Volunteer Centres

visit www.singaporetogether.gov.sg for more examples

Working Together For Sustainable Development

- Started in 2014 and comprises stakeholders including nature groups, heritage groups, villagers, academics and passionate individuals
- Stakeholders are actively working together to shape the goals and leading initiatives for Ubin.
- Network meets 3 to 4 times a year to coordinate and collaborate on initiatives
- 9 Friends of the Parks groups modelled after the Friends of Ubin Network across different parks, nature areas and nature reserves
- Now expanded to include a citizens park programme where the community can play an active role in co-creating and co-managing parks that are due for development or redevelopment.



Min Desmond Lee with the late Subaraj Rajathurai

Checkout the page on
the NParks Website



Working Together

For a more Inclusive Society

Supporting and Enabling Persons with Disabilities in Employability and Independent Living

7 sessions **Over 200** participants

- Engagements were half-day sessions to listen to PwDs, their caregivers, and staff from disability social service agencies.
- Sessions brought together persons across the different disability communities to share about their needs/challenges as well as ideas in the areas of employment and independent living.
- Inputs form the basis of the recommendations of the Independent Living and Employment workgroups co-chaired by Minister (SF) Masagos Zulkifli with President/SPD Ms Chia Yong Yong and President/ARC Ms Denise Phua respectively.
- MSF is currently planning Phase 2 of the engagements to share a summary of the earlier engagement findings and workgroups' areas of focus, as well as call for partners to co-create solutions to address the challenges



Working Together

To Help the Homeless

- Since 2017, MSF has been walking with community groups and other government agencies to reach out and engage rough sleepers.
- The PEERS network (Partners Engaging and Empowering Rough Sleepers) was launched in 2019 and now involves 19 members and 11 agencies.
- MSF is working with members to setting up and manage nine “Safe Sound Sleeping Places”.
- MSF has also convened an inter-agency taskforce to review policies, programmes and protocols to address issues by homeless persons and rough sleepers

Minister had to earn trust of charity helping homeless



MSF Singapore shared a post.
25 July 2019



is worried at first that
PHOTO: ONG WEE JIN

Desmond Lee is with Donald Pang and Ivoine Tang.
24 July 2019

<<Partnerships make a difference>>

We first met a group of these passionate volunteers in late 2017. Each of them, in their own community groups, have been going around different parts of Singapore to look out for and befriend people sleeping in public. We joined them for their night walks. They offered packets of food, a listening ear, and over time, built relationships with their friends of the street. This allowed deeper understanding and insight into the diverse, complex and deeply personal difficulties that rough sleepers face. For example, some lost their homes because of debts or divorce. Others had to sleep in the open because of family conflict or dispute with co-tenants, or had been ejected because of mental illness or disability. Some lived far away from their workplaces. Many different challenges that therefore needed different agencies and community groups to work together closely to resolve.

To Grow a Culture of Care

- SG Cares is a national movement to support the efforts of Singaporeans in building a more caring and inclusive home for all, through everyday acts of consideration and care, active volunteerism, and organising ground-up efforts.
- 24 SG Cares Community Networks to coordinate and mobilise partners at town level

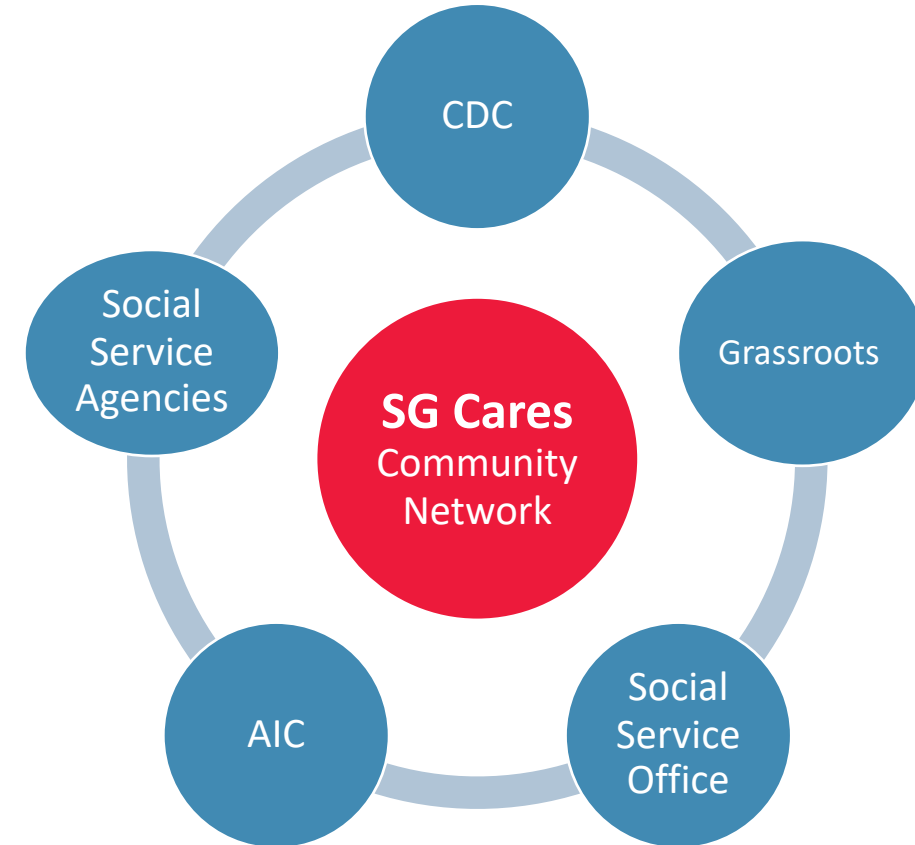


SG Cares Community Networks

- MSF's Social Service Offices
- Social Service Agencies
- Community, Religious Organisations
- Healthcare Institutions, Hospices, AIC
- CDC, Grassroots Organisations
- Silver Generation Office
- Schools, IHLs
- Corporates, Businesses

SG Cares Volunteer Centres and Community Networks

- Since Nov 2017, SG Cares Volunteer Centres have been appointed to grow and coordinate volunteer supply, build volunteer management capabilities, and broker partnerships among local stakeholders.
- Role of a Volunteer Centre (town level)
 - Recruit, manage, develop and sustain volunteers
 - Build volunteer management capabilities and curate meaningful volunteering opportunities
 - Broker and grow sustained partnerships to more effectively meet local needs
- During COVID, SG Cares Volunteer Centres stepped up to coordinate and channel resources to other SSAs



Volunteer Centres to enable greater coordination among various stakeholders on the ground

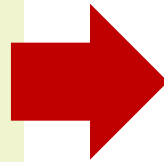
Activate SG Cares Community Networks

Ongoing efforts to better sense needs and rally/coordinate support for vulnerable families

SG Cares Community Networks (CN) to coordinate & integrate support
for the vulnerable, starting with 50,000 rental households

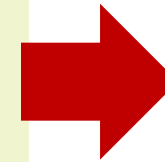
Recruit Volunteers

- Volunteers from grassroots, PS Cares, YCS and public (abt. 600 volunteers for Wave 1)



Outreach

- Call households (HHs) to check on well-being, provide advice on help, and refer them to agencies (abt. 13.6K HHs in Wave 1)
- To be completed by end Oct



Mobilise Community

- Direct necessary community resources and support to address local needs

Many Singaporeans have stepped up to help the community during this crisis

Keep Our Seniors Safe At Home

Apr 27 - Dec 31

Keep Our Seniors Safe At Home
By Ministry of Culture, Community and Youth

ABOUT

The Silver Generation Office (SGO) is reaching out to seniors in need to support them during COVID-19. To help these seniors stay home and stay safe, SGO is calling for volunteers who can check in on their well-being regularly, help them to buy food/groceries, etc.

SG UNITED

SG HEALTHCARE CORPS

Join the SG Healthcare Corps

#Standby4SG

The SG Healthcare Corps is set up to support our healthcare workforce in the fight against COVID-19. We are calling for former and current healthcare professionals to be on standby, and welcome non-healthcare professionals to provide additional support in COVID-19

GoodHood Invite

You've got 202 neighbours!
If you're feeling friendly, say "HI!"

Requests Free meals Free Items

Lastest Requests Set notifications

All Categories Whole of SG

Jen, Jurong West, >5km
Laptop needed.
Laptop needed which I require for online learning. Having hard time to see slides from my hp. District code 610361. Thank you.

Others
17 minutes ago
Like Comment Chat to help

Hazel, Sembawang, >5km
Toys for toddlers
Hi, I'm crowd sourcing for toys suitable for a 2 year old that is in good condition. If you toys for toddlers that you do not want anymore and is willing to [See more...](#)

Child Care
3 hours ago
Like 1 Comment Chat to help

Masks For All SG

A call to WEAR, MAKE and GIVE a reusable mask!

#WearYourMask #MakeYourMask #GiveYourMask #Standby4SG #SGUnited

Let's unite to care

Support The Courage Fund and help those affected by COVID-19

by Community Chest

\$2,013,656
raised from 7175 donors

67% of \$3,000,000 228 more days

Others have also brought people together to develop solutions for us to emerge stronger

Design for Good

www.designforgood.dbcsingapore.org

Open Call from Design Business Chamber Singapore (DBCS) to designers to pitch ideas on how we might make lives better during and after the pandemic

THE CHALLENGES



#1 How might we keep our community safe and healthy (in body and mind) during the global COVID-19 pandemic?



#2 How might we encourage our community to support one another and look out for those who are socially isolated?



#3 How might we learn from COVID-19 to reimagine our futures for work, life, learning and play?



Help augment Singapore Government's COVID-19 efforts by rapidly ideating and prototyping with us

Join our Slack channel to take part in discussions, share your initial ideas, and look out for help. Contest's COVID-19 Idea Sprint is an opportunity for members of the public to contribute and collaborate their ideas and expertise to help come up with solutions to address the COVID-19 crisis in Singapore. The contest's winning solution has been pitched at a series of live pitch events throughout the country as Singapore works to manage the impact of the virus while maintaining daily planning for how to move on to a new normal. Join GovTech and DBCS for the COVID-19 Idea Sprint! We welcome any developers, designers, and innovators to pitch ideas to augment and address government's current problem areas related to COVID-19 and to build and iterate solutions for how to address these problems.

To view past and other COVID-19 events and technology solutions that have emerged from the Idea Sprint, you can also view other interesting and valuable resources on our website: go.govtech.sg/idea-sprint (opens in new tab)

Themes

Representatives from various government agencies will be hosting webinars to share more on COVID-19 related challenges which they're facing in their respective domains. These include:

No.	Topic	Sharing By	Webinar Details (SGT)
1	Contact tracing	MOH	Webinar has ended. Details here
2	Pre-upping the bar	BRDGO	Webinar has ended. Details here
3	Isolation and mental health: Managing mental health in a century	MOEY	Webinar has ended. Details here
4	Forecast of business for financial institutions	IDB	Webinar has ended. Details here

Details of the problem statements will be shared in the Updates Tab, as well as on Slack.

Winners will be announced soon
May 30, 2020
www.dbcs.org.sg

Tell your friends

[Twitter](#) [Facebook](#) [LinkedIn](#)

Questions? Email the moderation manager



4 challenge statements

70+ submissions received over 2 weeks

Coming Together

To Emerge Stronger

COVID has made partnerships more critical. SGT focus on **partnering to emerge stronger** as an economy and as a society.

Emerging Stronger Conversations (ESC)

- To collectively reflect on what we have been through, and express hopes for our future Singapore.
- Identify themes and issues we need to work on together
- Reach out to new stakeholders and partners to address these challenges together

Society Singapore Together Action Networks

- To work together to tackle important issues surfaced.
- Builds trust, collective ownership and responsibility over Singapore’s well-being, and enhanced outcomes with citizen input and co-delivery.

Economy Singapore Together Alliances for Action

- Industry-led coalitions to act on key growth areas for Singapore

Visit www.singaporetogether.gov.sg to contribute

Examples

- UPLIFT
- SG Cares Community Networks
- SG Enable
- Youth Mental Well-being Network
- Beyond COVID Taskforce

To Work Together

1

Be Part of the Network

Follow OurSG, REACH, as well as other government agencies on social media to stay updated.

2

Start a Network with Other Partners

Hold conversations to discuss and brainstorm how to work together address a challenge

3

Come Together to Make Collective Impact

Experiment with new ways to work together with the community to address challenges collectively

Funding to prototype initiatives is available through NCSS as well as **Our Singapore Fund**

our **SG** fund

Guidelines



Eligibility

- Singapore Citizen / PR individuals above 18, residing in Singapore
- Singapore-registered organisations



Project Duration

Up to 12 months



Quantum

Up to 80% of supportable costs, capped at \$20,000

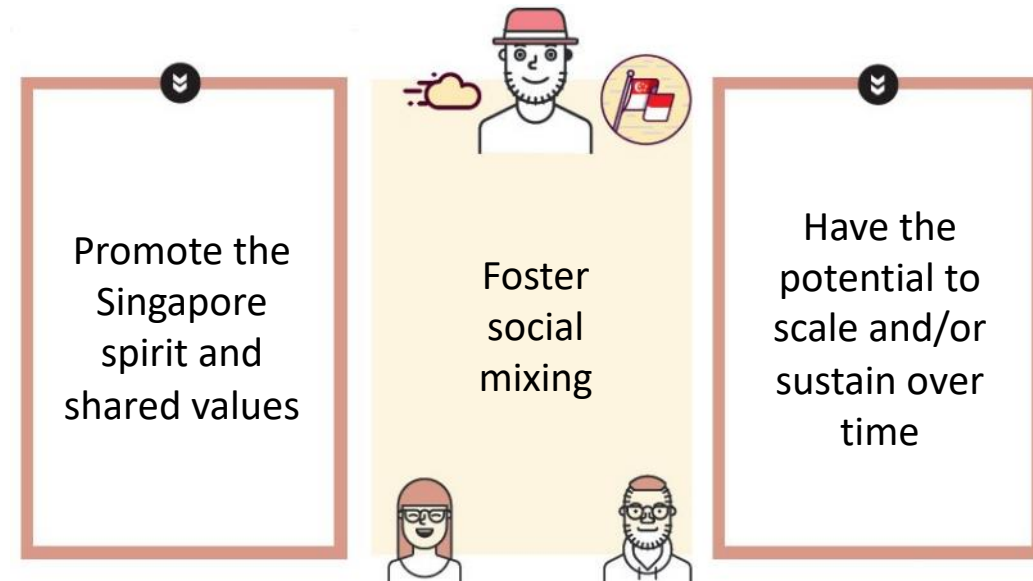
Supportable Costs

- Venue Costs
- Marketing and Publicity Costs
- Production, material and logistics costs
- Licensing and legal fees
- Professional service fees
- Insurance costs
- Volunteer meal and transport costs

Non-supportable costs

- Start-up, operating and capital costs, such as manpower and the purchase of assets
- Honorariums
- Cash prizes and vouchers
- Overseas travel and local accommodation costs

Assessment Criteria



Visit www.sg/oursingaporefund for more information

Building a Stronger Culture of Solidarity



SM Tharman Shanmugaratnam
National Broadcast on 17 June 2020

“ The greatest confidence we get in our future as Singaporeans comes from our social compact.

It is about

the compact of self-effort and selflessness

the networks and initiatives we saw spring up in this COVID-19 crisis

the interest we take in each other, at workplaces and in the community, because we all make up the fabric of Singapore

respecting every individual regardless of their job and respecting their effort to overcome setbacks and make the best they can in life

the interest we take in each other, at workplaces and in the community

how we draw closer to each other, regardless of race, religion or social background

It is how we journey together. A forward-looking, spirited and more cohesive society.

Workshop Speakers



Lim Kar Yee

Senior Director, CDC
Planning & Development,
People's Association

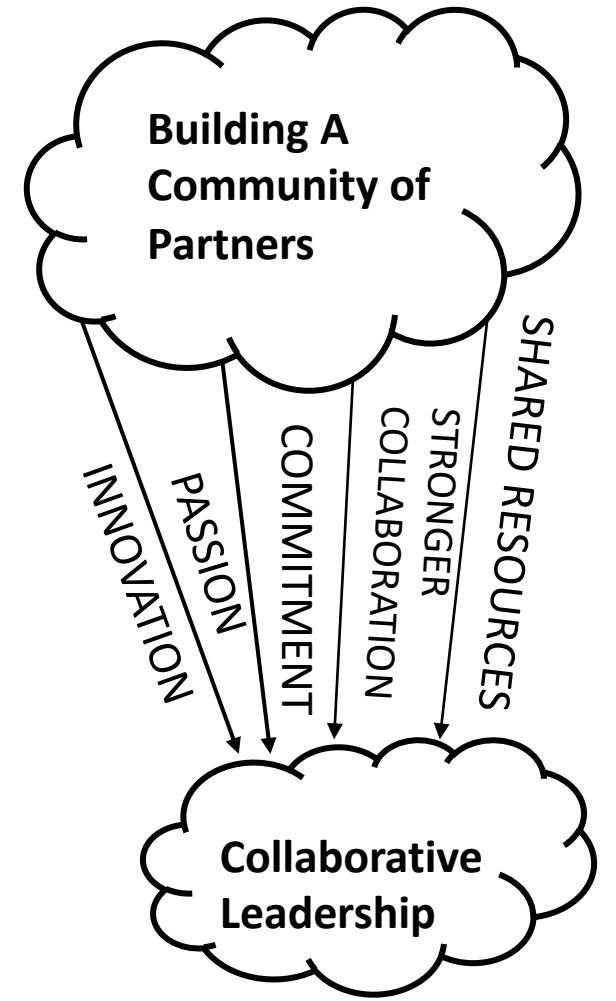
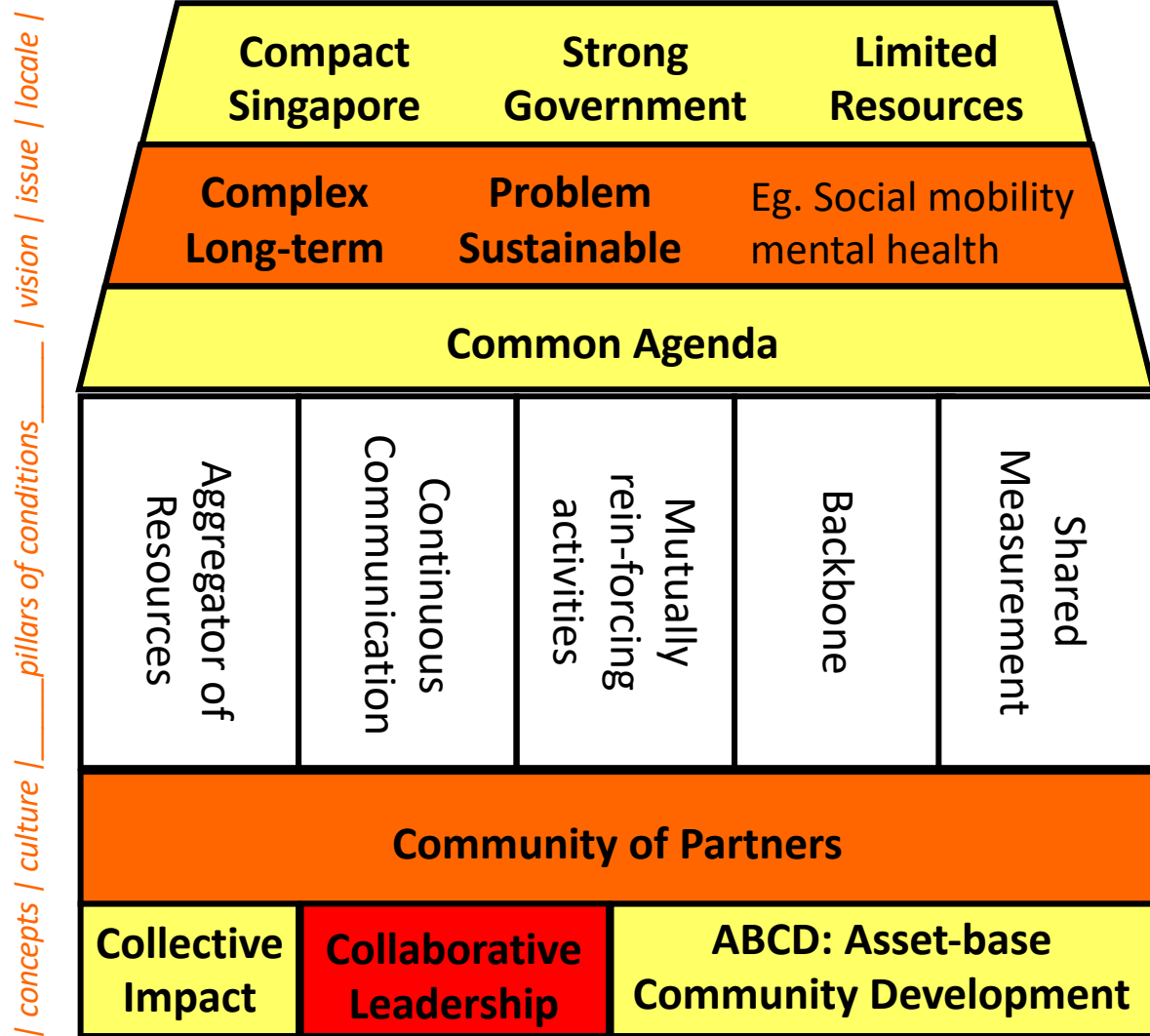
Collaborative Leadership

Lim Kar Yee

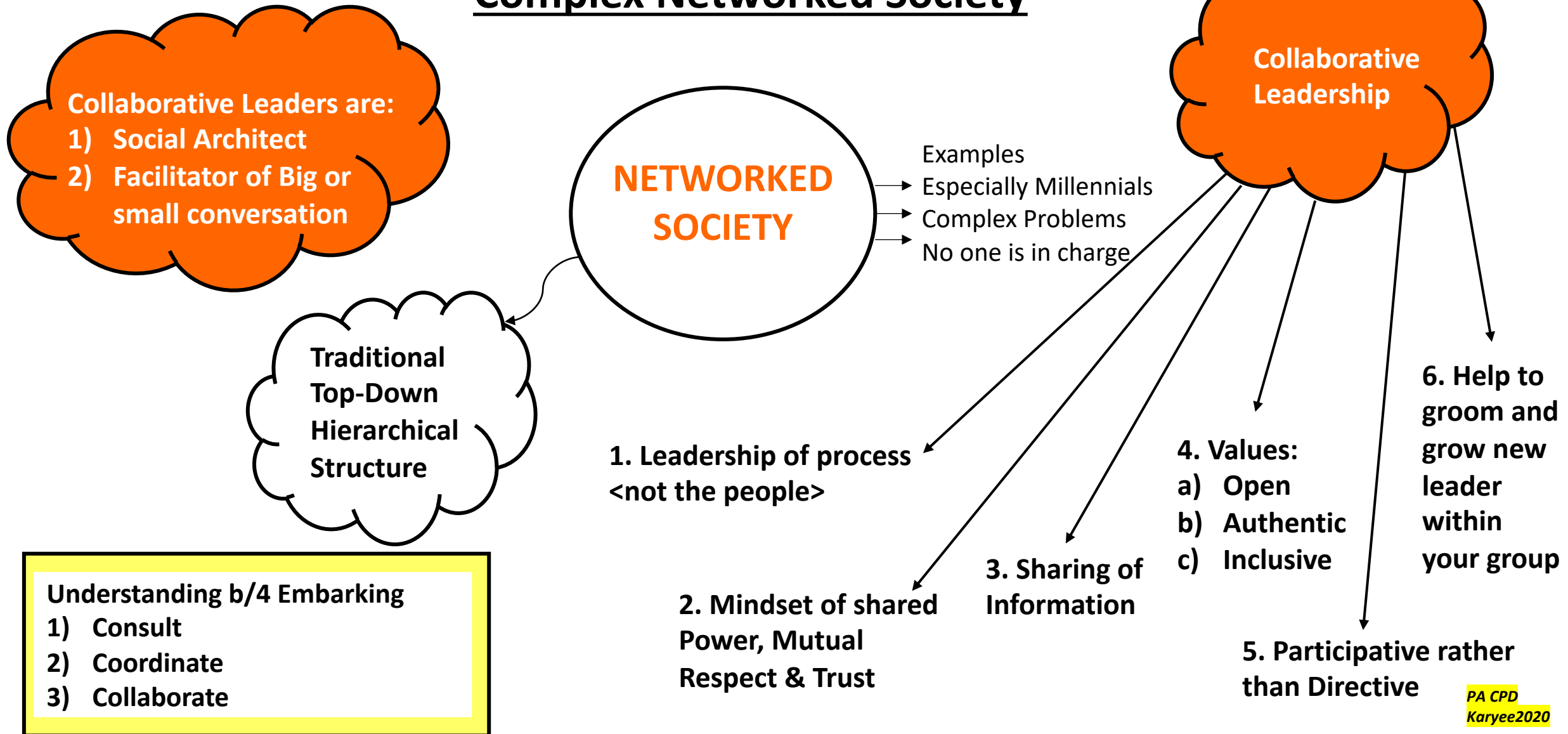
Senior Director, People's Association

23 Sept 2020

Integrated Care Programme (ICP) Model



Reimagine Leadership in a Complex Networked Society



Free Community Building Webinars

Equip yourself for **Community Change** by joining us for free community building webinars and live podcasts – produced weekly through **July**

View our free community building webinars:

<https://bit.ly/tamarackwebinars>



FOUNDATIONS OF COMMUNITY ENGAGEMENT

**A NEW ONLINE COURSE FROM
TAMARACK INSTITUTE**

**BUILD YOUR COMMUNITY
ENGAGEMENT TOOLKIT AT YOUR
OWN PACE.**

LEARN MORE: <https://bit.ly/3j0s5Vg>

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INSTITUTE



THANK YOU