



# An Introduction to Collective Impact

*With Paul Born  
Facilitated by Chan Whee Peng*

*Brought to you by the National Council of Social Service & Tamarack Institute*



# Webinar Speakers



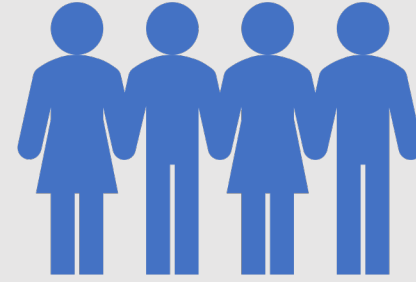
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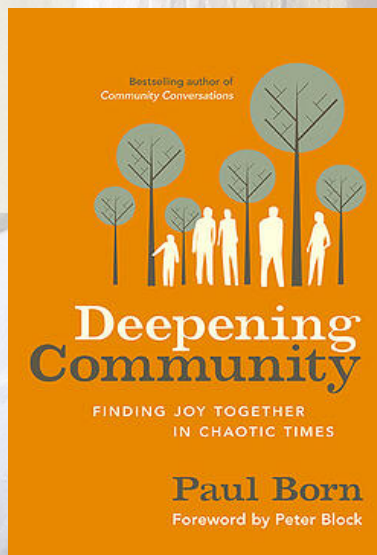


# Collective Impact

For Singapore  
Paul Born



# About Tamarack Institute



DEEPENING  
COMMUNITY  
for  
COLLECTIVE  
IMPACT

BORN  
TARACKCOMM



# The Power of Getting Lost



DISCOVER NEW IDEAS



MEET NEW PEOPLE



RELEASE WAYS OF  
THINKING THAT NO  
LONGER SERVE YOU



OPENS YOU TO  
POSSIBILITY

# What Type of Problem Is It?

## Simple

### Making Soup



Right "**recipe**" essential  
Gives same results every  
time

KNOWN

## Complicated

### Sending a Rocket to the Moon



"**Formulae**" needed  
Experience built over time  
and can be **repeated** with  
success

KNOWABLE

## Complex

### Raising a Child

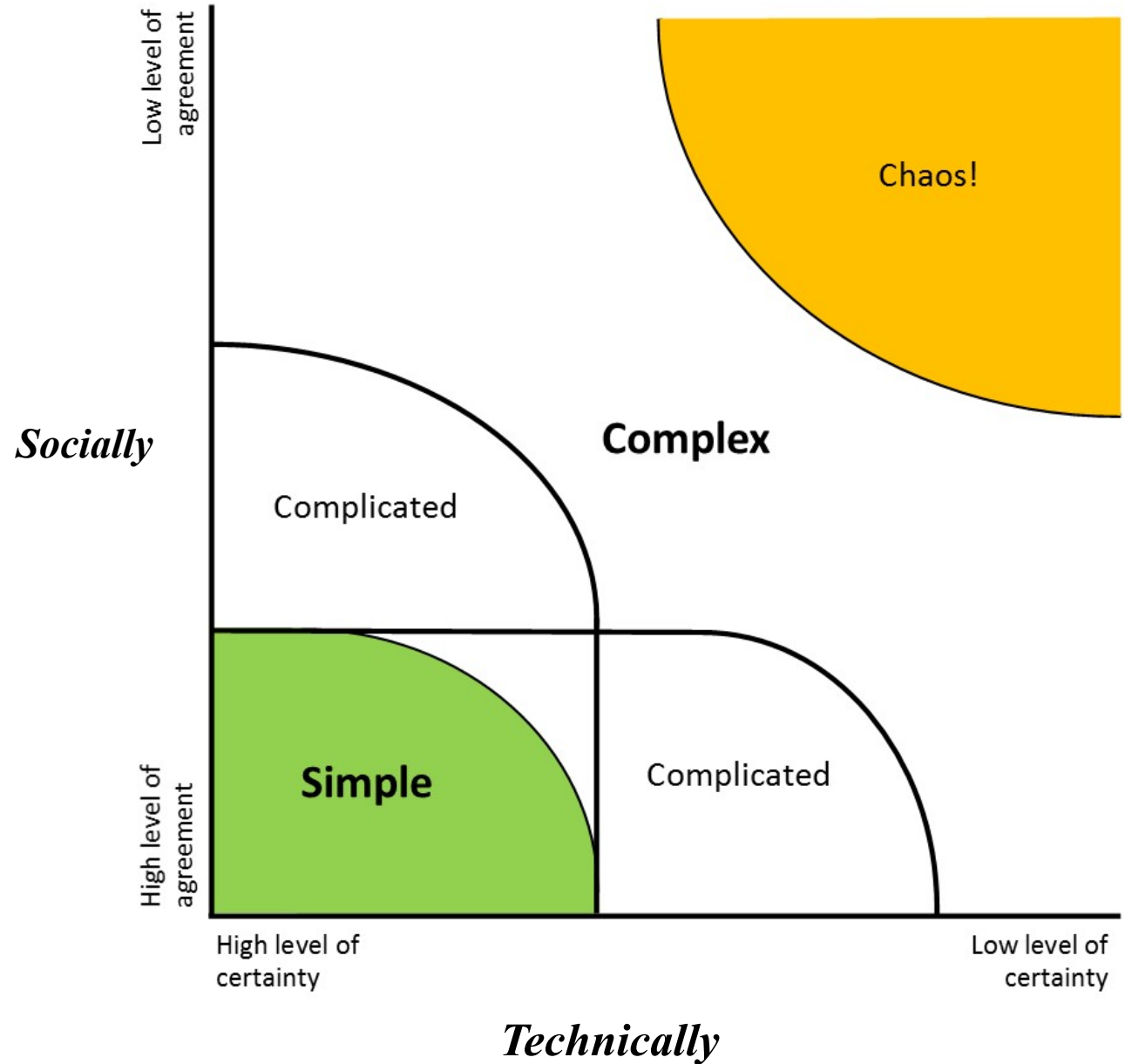


No "**right**" recipes or  
protocols. Outside factors  
**influence** Experience  
helps, but doesn't  
guarantees success

UNKNOWABLE



# The Complex Nature of Community Issues



# Complex Community Issues

- Difficult to frame
- A lot of interconnected root causes require interconnected responses
- Many stakeholders need to be involved in addressing issues
- Dynamic and adaptive environment
- Unique to the local context





# Communities must choose how to deal with complex issues



## Work in Silos

Work harder and longer and hope that the problem does not get worse through sheer volume of effort and resources.



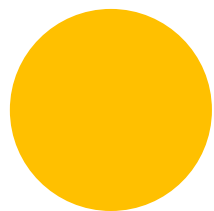
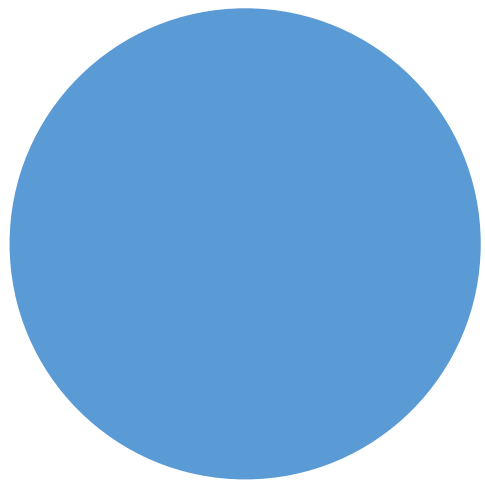
## Collaborate

Allow people to work inside their silos, but do a better job coordinating or collaborating.



## Collective Impact

Convene and support “a whole community response” to produce solutions and re-orient (challenge) their organizations



# Collective Impact

Better Outcomes  
Together



# A Collective Impact



Common Agenda



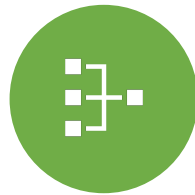
Shared  
Measurement



Mutually  
Reinforcing  
Activities



Continuous  
Communication



The Backbone Role

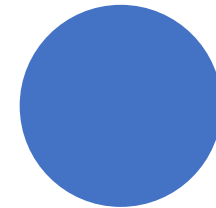
Building a common agenda is about:

- From writing a plan to building a common commitment
- From involving experts to involving everyone who cares
- From a planning mentality to arousing and following our curiosity
- From a quick plan to taking the time for broad engagement



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# A Common Agenda

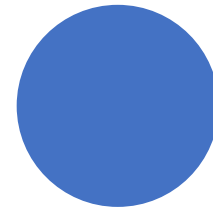


“Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusionary without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other’s successes and failures”

(Kania & Kramer 2011).

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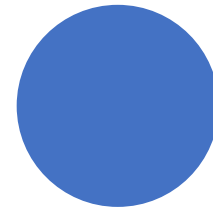
# Shared Measurement



- Everyone has a role to play
- Harnessing unique assets and gifts
- Coordinating the various actors in a plan
- Implement Solutions that require multiple sectors to interact and co – solve.

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# Mutually Reinforcing Activities

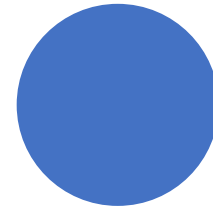




- Learn together
- Share data continuously
- Meet regularly as a whole system to communicate
- Develop a communication plan

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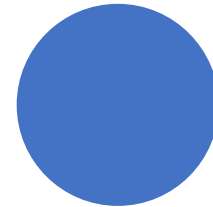
# Continuous Communication





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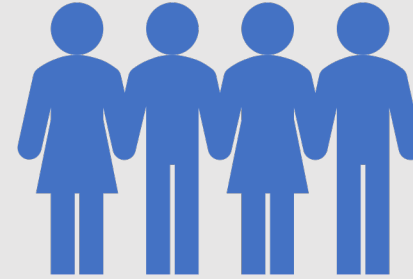
# The Backbone Role





# Four Ways to Use Collective Impact

- From Transactional Change to Systems Change
- From Collaborating to Collective Impact
- From Central planning to Community Engagement
- From more of the same to Community Innovation



**QUESTIONS?**





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# Thank you!

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