

# COLLABORATIVE SOLUTIONS FOR SOCIAL CHANGE

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- ▶ **Social change:** significant change over time in **behavior patterns** and cultural values and norms
- ▶ **Challenges status quo** (unsustainable practices with individual, social and environmental costs)
- ▶ **Enhances well-being** (sustainability)
  - ▶ Individuals
  - ▶ Communities
  - ▶ Environment
- ▶ Need for **Visionary Leadership**

# POSITIVE SOCIAL CHANGE

- ▶ Start with **general problem or issue**

- ▶ Example: the transportation sector is responsible for 33% of carbon emissions in the Bay Area (Bay Area Air Quality Management District)

- ▶ **Problem-defining process**

- ▶ Explore dimensions of general problem or issue
  - ▶ Explore individual, social and environmental costs of current behavior

- ▶ Agree on **primary, specific problem** to address

- ▶ Example: 67 % of Bay Area residents drive to work alone.
  - ▶ Related problems

## DEFINING THE PROBLEM



With a partner:

- ▶ Describe a general problem or issue that concerns you and you would like to help address.
- ▶ Break it down: explore dimensions of the problem and/or related individual, social and environmental costs.
- ▶ Identify one specific problem that you think may be critical in addressing the larger issue and problem.

EXERCISE: DEFINE A PROBLEM



- ▶ **Technical:** well-defined with known answers that can be implemented by a few organizations
- ▶ **Adaptive:** complex with unknown answers, requiring many organizations to bring about change

## TYPE OF PROBLEM

- ▶ Physical conditions
  - ▶ Infrastructure- options, quality, cost, etc.
  - ▶ Surroundings- nature, community
- ▶ Social and cultural conditions
  - ▶ Behavior and attitudes of others
  - ▶ Dominant norms and messaging
- ▶ Learning support and opportunities
- ▶ Related problems: public health, pollution, community breakdown, etc.

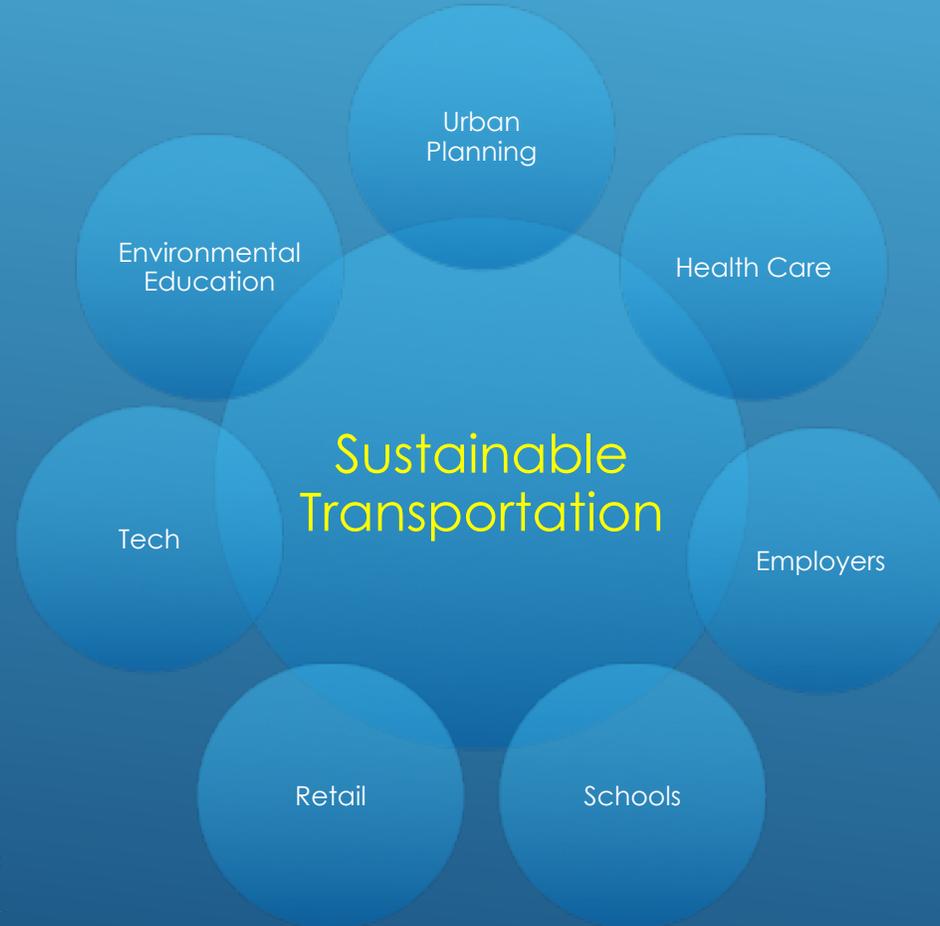
ADAPTIVE PROBLEMS: MANY  
DIMENSIONS



“ THE COLLECTIVE-IMPACT APPROACH IS PARTICULARLY APPROPRIATE FOR ADAPTIVE, OR WICKED, PROBLEMS AS IT ADDRESSES ISSUES THROUGH AN ITERATIVE, FLEXIBLE, CROWD-SOURCED LENS, LEVERAGING THE STRENGTHS OF MULTIPLE ORGANIZATIONS. ”

## COLLECTIVE IMPACT APPROACH

Source: “Collective Impact on the Ground: Managing through the early stages of a collaborative process”, In Review.



# CROSS-SECTOR MEMBERSHIP

**Convene the right people**



- ▶ List some of the desired conditions or important dimensions to the problem or issue that concerns you.
- ▶ Make a diagram or list types of organizations or sectors that should join your organization in addressing a shared adaptive problem.

## EXERCISE: MEMBERSHIP



“

COLLECTIVE IMPACT IS THE COMMITMENT OF  
A GROUP OF ACTORS FROM DIFFERENT  
SECTORS TO A COMMON AGENDA FOR  
SOLVING COMPLEX SOCIAL PROBLEMS

”

## WHAT IS COLLECTIVE IMPACT?

Source: FSG [www.fsg.org/OurApproach/WhatIsCollectiveImpact.aspx](http://www.fsg.org/OurApproach/WhatIsCollectiveImpact.aspx)

# Conditions of Collective Impact


Source: Hanleybrown, F., Kania, J., & Kramer, M., "Channeling Change: Making Collective Impact Work" *Stanford Social Innovation Review*, January 26, 2012, p. 1, available at: [www.ssir.org](http://www.ssir.org)

# Conditions of Collective Impact

Common Agenda

A common understanding of the problem, shared vision, and a joint approach to solving it

Source: Hanleybrown, F., Kania, J., & Kramer, M., "Channeling Change: Making Collective Impact Work" *Stanford Social Innovation Review*, January 26, 2012, p. 1, available at: [www.ssir.org](http://www.ssir.org)

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<b>Mutually Reinforcing Activities</b>	Coordinated activities of multiple participants and collaboration organizations

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<b>Backbone Support</b>	A separate organization with staff to serve the entire initiative and coordinate participating organizations

**How might collective impact help you address your adaptive problem? What would be challenging?**

- ▶ Problem-defining stage
- ▶ Membership: multi-sector, diverse stakeholders (start single sector??)
- ▶ Using data for improvement (not to prove)
- ▶ Planning vs. action
- ▶ Activities: stitch (existing) vs. scratch (new)

## IMPLEMENTING COLLECTIVE IMPACT

Source: "Collective Impact on the Ground: Managing through the early stages of a collaborative process", In Review.

- ▶ Focus on mission before organization
- ▶ Partnerships based on trust not control
- ▶ Humility, promote others
- ▶ Build the larger system (constellations) rather than trying to become market leader (star)

**How would these principles help address your adaptive problem?  
What will be challenging?**

# NETWORK PRINCIPLES FOR COLLABORATION SUCCESS

Source: Wei-Skillern and Silver, "Four Network Principles for Collaboration Success", The Foundation Review, 2013, 5(1).

[www.newnetworkleader.org](http://www.newnetworkleader.org)

# PUTTING IT TOGETHER

*Getting Started*

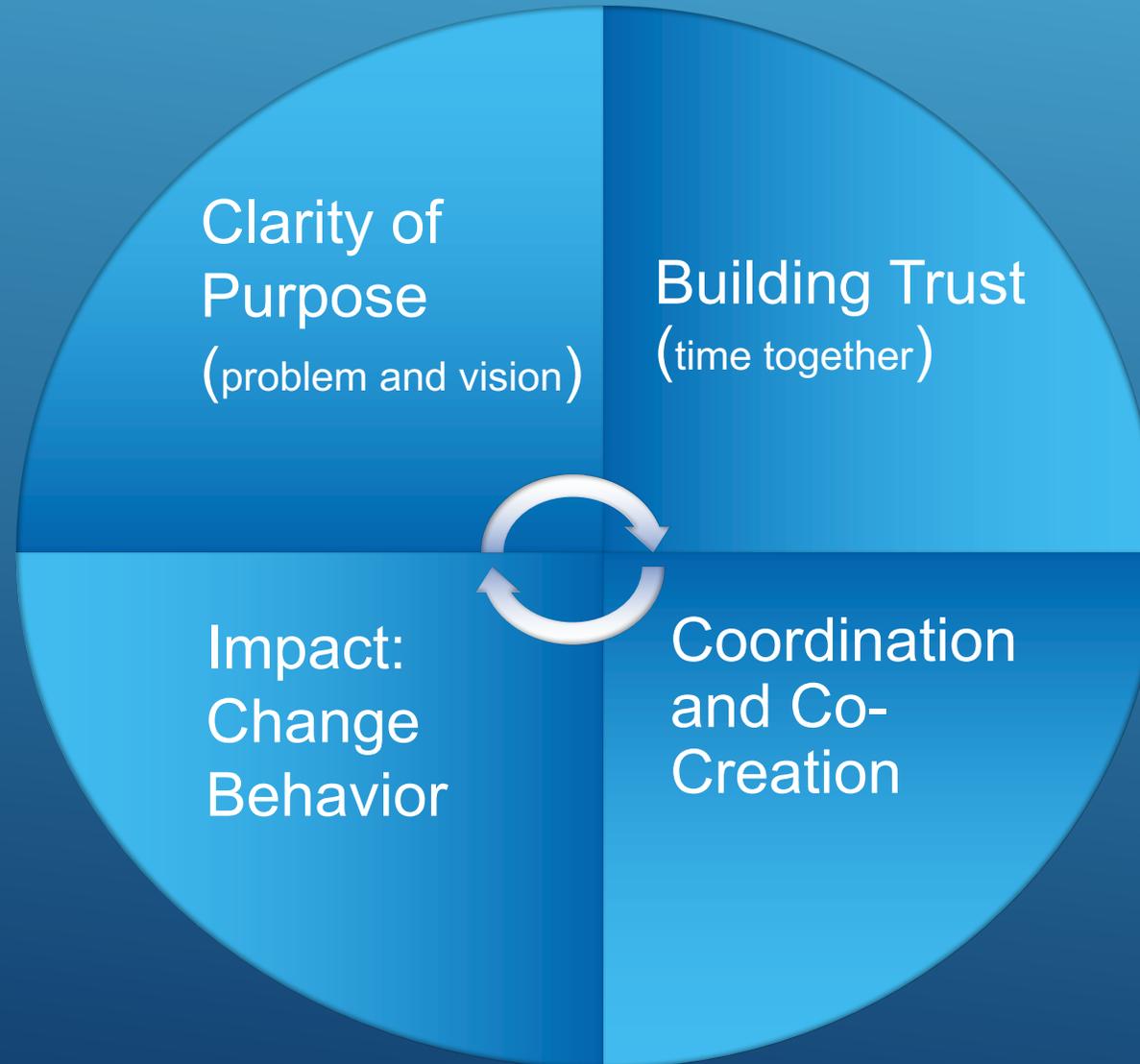
*Planning to Action*



- ▶ Visionary Leadership (network entrepreneur)
- ▶ Backbone Support (coordination not control)
- ▶ Strategic Membership and Governance (cross-sector)
- ▶ Self-Organizing Teams (trust not control)
- ▶ Research to Practice (academic partner)
- ▶ Place-Based (local context)

# GETTING STARTED

# PLANNING TO ACTION



# POSITIVE SOCIAL CHANGE

*CHANGE CULTURAL VALUES, NORMS AND BEHAVIOR*

Public transit  
Biking  
Walking

Individual

Community

Environment

Supplemental:  
Carshare  
Rideshare  
Automated  
vehicles

Community-oriented,  
active transportation

Source: Mission  
Rock, SF; Measure  
D campaign

