Collaborative Governance & Adaptive Leadership

June 28th, 2016
Webinar

Sylvia Cheuy, Director
Tamarack – An Institute for Community Engagement
www.tamarackcommunity.ca
sylvia@tamarackcommunity.ca

Your Webinar Leader

Sylvia Cheuy
Director, Deepening Community
sylvia@tamarackcommunity.ca (416) 988-6887
We support **Learning Communities** around five ideas for making significant community change.

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

Turning theory into practice is critical for community change. We support two **Action Learning Communities** to get to impact.

---

**Webinar Goals**

- To revisit the **backbone role** and principles of **collaborative governance**
- To review the **5 phases** of Collective Impact and the **eco-cycle** to explore how leadership/governance needs evolve.
- To consider **adaptive** skills
- **Learn** and **apply** tools to strengthen the leadership and governance of your Collective Impact effort
The Five Conditions of Collective Impact

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**

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

**Exploring**  *  **Alignment**  *  **Tracking Progress**  *  **Results**

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

**Weaving**  *  **System**  *  **Supportive**  *  **Centered**

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

**Trust**  *  **Transparency**  *  **Ongoing**  *  **Engagement**

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**

Source: FSG

---

The Role of the Backbone in Collective Impact

[Diagram showing a backbone with a little backbone labeled: a little backbone]

Source: Tamarack Institute

www.tamarackcommunity.ca
Backbone Infrastructure

Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.

Jay Connor, 2004
Community Visions, Community Solutions: Grantmaking for Comprehensive Impact

6 Core Functions of Backbone Organizations

- Guide Vision and Strategy
- Shared Measurement
- Established Measurement Practices
- Continuous Communication
- Advance Policy
- Mobilize Funding

Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership.

Source: FSG Interviews & Analysis
## Common Misperceptions About the Backbone

- The backbone organization sets the agenda for the group
- The backbone organization drives the solutions
- The backbone organization receives all the funding
- The role of backbone can be self appointed rather than selected by the community
- The role of backbone isn't fundamentally different from “business as usual” in terms of staffing, time, and resources

Source: FSG Interviews and Analysis

---

## Multiple Backbone Structures

<table>
<thead>
<tr>
<th>Stand Alone Charity as Backbone</th>
<th>Backbone Shared Across Multiple Organizations</th>
<th>Backbone in Another Organization (Fiscal Sponsor)</th>
<th>Leadership Table is Backbone Role (No Staff)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Established board with clear governance structure</td>
<td>• Established board with clear governance structure</td>
<td>• Established board with clear governance structure</td>
<td>• Leader are is deeply engaged</td>
</tr>
<tr>
<td>• Mission and vision aligned with CI Leadership table</td>
<td>• Mission and vision aligned with CI Leadership table</td>
<td>• Mission and vision aligned with CI Leadership table</td>
<td>• Backbone functions shared across multiple organizations &amp; leaders in community</td>
</tr>
<tr>
<td>• Provision of charitable status</td>
<td>• Provision of charitable status</td>
<td>• Provision of charitable status</td>
<td>• Risk is shared across multiple partners</td>
</tr>
<tr>
<td>• Board assumes risks for CI initiative</td>
<td>• Board assumes risks for CI initiative</td>
<td>• Board assumes risks for CI initiative</td>
<td>• Role clarity amongst partners is required if multiple orgs are involved</td>
</tr>
</tbody>
</table>

### Pros

- Supporting two leadership structures that may be in competition
- Partners may perceive funding is to support the charity
- More complicated to "go out of business"

### Cons

- Confusion for staff re: who is accountable for what
- Greater ability for conflict if partners feel the role is unevenly shared
- Possibility of duplication & need for more collaboration of backbone staff

- Backbone staff have two layers of accountability (initiative & organization)
- Conflicts re: CI Initiative & Org’s mission and/or common agenda
- Fiscal sponsor may serve a time-limited role

- CI Initiative may become “side of the desk” activity
- Greater ability for conflicts to emerge
- Allows for duplication and requires greater collaboration across the team
Issue Focused: Working Across a Continuum

The Aspiration: Making Hamilton the Best Place to Raise a Child

Quality Early Learning & Parenting
Skills through Education, Activity & Recreation
Targeted Skills Development (PSE)
Employment
Asset Building Wealth Creation

Hamilton Roundtable for Poverty Reduction
Tackling Root Causes: Affordable Housing, Food Security, Income Security, Accessible Transportation, Safe Neighbourhoods

How we will do our work:
- Move from alleviation to prevention
- Tackle root causes
- Work collaboratively across sectors
- Abandon blame – all can be part of the solution
- Emphasize innovation, risk taking, long term change

Linking & Facilitating Role
- Strategic Poverty Focus
- Community Engagement
- Change & Action
- Learning & Accountability

Changes in:
- Structures
- Processes
- Indicators

Community-Level Macro Strategy
Critical Points of Investment Strategy
Community-Led Initiatives

Knowledge Transfer:
- Outputs
- Outcomes
- Evaluation
- Learning
Community Focused: Working Holistically

Memphis Fast Forward

A city-wide collective impact initiative

http://www.youtube.com/watch?v=negQKaCvNBU
Memphis Fast Forward

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Focus</th>
<th>Backbone Organization</th>
<th>Staff Leadership</th>
<th>Initiative Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>PeopleFirst</td>
<td>Education and Talent</td>
<td>PeopleFirst Partnership</td>
<td>Barbara Prescott</td>
<td>Gary Shorb, CEO Methodist Le Bonheur Healthcare</td>
</tr>
<tr>
<td>Growth Alliance</td>
<td>Economic Development</td>
<td>Memphis Shelby Economic Growth Engine (EDGE)</td>
<td>Reid Dulberger/John Lawrence</td>
<td>Dr. Bill Evans, CEO &amp; Director St. Jude Children’s Research Hospital</td>
</tr>
<tr>
<td>Healthy Shelby</td>
<td>Health &amp; Wellness</td>
<td>Healthy Memphis Common Table</td>
<td>Renee Frazier/Debra Bartelli</td>
<td>Rev. Dr. Kenneth Robinson, Health Policy Advisor to Mayor Luttrell, Pastor St. Andrew’s AME Church</td>
</tr>
<tr>
<td>Government Efficiency</td>
<td>Efficient City and County Government</td>
<td>City of Memphis CAO Shelby County CAO</td>
<td>City: George Little County; Harvey Kennedy</td>
<td>City: Mayor Wharton County: Mayor Luttrell</td>
</tr>
</tbody>
</table>

System Focused: Working Across Scales

![System Focused Diagram](image-url)

Collaborative Governance & Adaptive Leadership
Vibrant Communities Canada - A Backbone Organization

Governance, Leadership & the 5 Phases of Collective Impact
The 5 Phases of Collective Impact

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and infrastructure</td>
<td>Convene community leaders</td>
<td>Identity champions and form cross-sector Steering Committee “SC” to guide the effort</td>
<td>Determine initial workgroups and plan for the organization</td>
<td>Launch work groups “WGs” and select backend organization</td>
<td>Building out the backbone organization; evolve WGs to meet emergent strategy</td>
</tr>
<tr>
<td>Strategic planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda, clear problem definition, population level goal</td>
<td>Develop Blueprint for Implementation, identify quick wins</td>
<td>Refine strategies; mobilize for quick wins</td>
</tr>
<tr>
<td>Community engagement</td>
<td>Determine community readiness; Create a community engagement plan</td>
<td>Begin outreach to community leaders</td>
<td>Incorporate community voice - gain community perspective and input around issue</td>
<td>Engage community more broadly and build public will</td>
<td>Continue engagement and conduct advocacy</td>
</tr>
<tr>
<td>Evaluation and improvement</td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Develop high level shared metrics and/or strategies at SC level</td>
<td>Establish shared measures (indicators and approach) at SC and WG levels</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
</tr>
</tbody>
</table>

Complex Community Work Unfolds in Phases

**Tamarack’s Lessons**

- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
- Renewal is critical

Source: [www.plexusinsitute.com](http://www.plexusinsitute.com)
The Eco-Cycle Lens

The Performance Loop

The Renewal Loop

Navigating the Phases of the Eco-Cycle

Source: http://www.plexusinstitute.org

www.tamarackcommunity.ca

Collaborative Governance & Adaptive Leadership
# Navigating the Eco-Cycle’s Phases

<table>
<thead>
<tr>
<th>Traps</th>
<th>Description</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SCARCITY</strong>&lt;br&gt;Moving from Exploration to Development</td>
<td>Too few resources are available to support vibrant exploration of new ideas so few or none take root. No new ideas lead to outcomes or garner the support.</td>
<td>The ideas are not compelling. Underdeveloped decision-making process &amp; criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.</td>
</tr>
<tr>
<td><strong>CHARISMA</strong>&lt;br&gt;Moving from Development to Maturity</td>
<td>People seem unable to sustain or grow their work without the original founder, host or primary funder. They are “parasitic” on the host(s) that gave it birth.</td>
<td>Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.</td>
</tr>
<tr>
<td><strong>RIGIDITY</strong>&lt;br&gt;Moving from Maturity to Creative Destruction</td>
<td>People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate. The resist new ideas.</td>
<td>Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. ‘too big to fail’).</td>
</tr>
<tr>
<td><strong>CHRONIC DISASTER</strong>&lt;br&gt;Moving from Creative Destruction to Exploration</td>
<td>People find themselves ‘spinning’ and unable to get traction on a compelling new vision, values and intent for moving forward.</td>
<td>Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.</td>
</tr>
</tbody>
</table>

---

# A Tool: The Eco-Cycle as a Map

![Eco-Cycle Diagram](image-url)
Group Dialogue & Reflection

• What does the mapping exercise mean for your work right now?
• What do you need to consider when communicating with stakeholders?
• What are some strategies to manage in this environment?

Collaborative Governance

www.tamarackcommunity.ca
Anchoring Thoughts on Governance

- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- Focus on both on the process and the product of governance in collaboratives
- Be deliberate and intentional when adapting traditional organization governance elements to a CI effort

Collaborative Governance Challenges

**Membership**
- Membership Contributions – Play your Position
- Members not clear about the problem
- Member organizations not engaged

**Decision Making**
- Unclear decision making processes
- Not sticking to decision making process
- Collaborative does not know what decisions they can make

**Governance**
- Governance is not defined
- No governance or operational policies
- Levels of accountability not defined
Essential Governance Threads

The Big Picture
- Challenging Community Aspiration
- Guiding Principles
- Framework for Change

The Technical Agreements
- Memorandums of Understanding
- Terms of Reference
- Conflict resolutions mechanisms

Areas of Focus
- Membership & Decision-making
- Funding
- Communicating & Reporting
- Policies and Procedures

Collective Impact Governance
Structuring for Intentionality and Uncertainty

Common Agenda and Shared Metrics

Adapted from Listening to the Stars: The Constellation Model of Collaborative Social Change, by Tonya Surman and Mark Surman, 2008.
Memorandum of Understanding

- Management Standards – Financial
- Human Resources
- Funding compliance
- Relationship with funders
- Compensation or sponsorship
- Policy Development Review Process
- Legal responsibility of/to board of directors
- Review and Renewal of MOU
- Conflict Resolution

Terms of Reference

What to Include?

- Name
- Vision, mission, purpose
- Context
- Goals and Objectives
- Activities/deliverables
- Membership
- Structure
- Accountability
- Decision-Making
- Meetings
- Communications
- Resources/Budget
- Duration
- Related Policies
Adaptive Leadership

Adaptive Leadership: A Definition

“Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive. It is not a job or based on authority, but it is a practice that can be done by anyone.”

- Ron Heifetz

Source: Heifetz, Grashow, Linsky. The Practice of Adaptive Leadership

www.tamarackcommunity.ca
Adaptive Leadership

Key Adaptive Leadership Principles:
• Capacity for change
• Shared understanding of leadership competencies
• Taking smart risks
• Give up to move forward

Ten Adaptive Leadership Principles
1. Convene stakeholders
2. Focus attention on issue
3. Cultivate a high aspiration
4. Use framing as a tool
5. Build a good enough vision
6. Chunk and link work
7. Go for multiple actions
8. Court and mediate conflict
9. Maintain productive distress
10. Acknowledge multiple accountabilities

3 Success Factors of Adaptive Leadership

The 3 key success factors of adaptive leadership are:

1. **Skill Over Content** - The ability to thrive in a fluid, unstructured environment; more than knowing the details of an issue area, a successful adaptive leader has relationships – and can build them – with a cross sector range of system players who may themselves be issue experts.

2. **Orchestra Conductor** – Not a traditional top-down boss, but rather someone who discovers, and builds upon individual talents as well as identifies gaps where others are needed to fill in.

3. **Sufficient Authority**– Comfortable “pushing the thinking” of senior level people across a range of partnering organizations and agencies; able to facilitate difficult conversations and communicate with a broad range of stakeholders.

Source: [collaborationforimpact.com](http://collaborationforimpact.com)

---

3 Simple Rules for Adaptive Management

1. **Plan to Re-plan** - Understand and expect that plans will need to be reviewed and upgraded frequently.

2. **Plan for Many Scales and Horizons** – Plans are usually required for different levels of the organization as well as different time horizons.

3. **Plan for Surprise** – Implementers should watch for and pursue additional opportunities that emerge if they align with the overall mission and strategy.

Source: [collaborationforimpact.com](http://collaborationforimpact.com)
Power Dynamics

<table>
<thead>
<tr>
<th>Formal Power</th>
<th>Informal Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Formal authority vested in positions</td>
<td></td>
</tr>
<tr>
<td>• Control of resources</td>
<td></td>
</tr>
<tr>
<td>• Control of structure, rules, regulations</td>
<td></td>
</tr>
<tr>
<td>• Control of decision-making process</td>
<td></td>
</tr>
<tr>
<td>• Control of boundaries</td>
<td></td>
</tr>
<tr>
<td>• Control of information</td>
<td>• Ability to cope with uncertainty</td>
</tr>
<tr>
<td></td>
<td>• Interpersonal alliances and networks</td>
</tr>
<tr>
<td></td>
<td>• Systemic power associated with class, ethnicity, race, gender</td>
</tr>
<tr>
<td></td>
<td>• Symbolism and management of meaning</td>
</tr>
<tr>
<td></td>
<td>• Personal power and confidence</td>
</tr>
<tr>
<td></td>
<td>• Charisma</td>
</tr>
<tr>
<td></td>
<td>• Ability to communicate</td>
</tr>
</tbody>
</table>

Power Dynamic Hot Spots

• Conceptualization stage
• Language
• Choosing partners
• Determining partner accountabilities
• Decision-making processes
• Shared ownership
• Formal agreements
TRADITIONAL LEADERS VS. COLLABORATIVE LEADERS

1. Believe Power comes from their Position of Authority
   vs. Believe Power is greatest in a Collective Team

2. Maintain Ownership of Information
   vs. Openly Share Information and Knowledge

3. Sometimes Listen to Suggestions and Ideas from their Team
   vs. Encourage Suggestions and Ideas from their Team

4. Deliver the Approved Solution to their Team
   vs. Facilitate Brainstorming with their Team

Source: https://twitter.com/richardbranson/status/579270137058091008

Collaborative Leader Self-Assessment Tool

- Assess the environment
- Create clarity: vision and mobilization
- Build trust
- Share power and influence
- Develop people
- Regularly engage in self-reflection

www.tamarackcommunity.ca
• Comments?
• Questions?

Reflecting On Today

Share highlights you are leaving with...
Tamarack Learning Opportunities

www.tamarackcommunity.ca

Learn together through:

- Monthly tele-learning Seminars
- Communities of Practice
- Engage! a monthly, online journal
- Face-to-Face Learning Events
- Online Learning Communities
- Communities of Practice

The Community Change Institute

September 26-30, 2016 | Toronto, ON
Severn Cullis-Suzuki • Roger Martin • Frances Westley • Stephen Patrick

http://events.tamarackcommunity.ca/cci_toronto