

# COLLECTIVE IMPACT - System Shifting Network Approach

Common Element	Collective Impact	Network	Similarities & Differences
How do people make sense of the problem or possibilities?	<p><b>COMMON AGENDA</b></p> <p>Shared understanding of problem. Identify leverage points. Sets boundaries to system or issue.</p>	<p><b>CREATIVE SYSTEM ANALYSIS</b></p> <p>Encourages different perspectives on problem integrated through a system map.</p> <p>Identifies leverage points to drive experimentation.</p>	<p>Both stress the value of working collectively and the identification of leverage points.</p> <p>Network emphasizes encouraging and learning from each other's differences to get a more complex perspective on problem. Beneficial when problems are complex and we don't really know how to solve them.</p> <p>Collective Impact stresses the importance of agreement: shared vision and understanding of problem. Makes more sense for simple problems where solutions are fairly clear, just need focused effort.</p>
How does the network work together?	<p><b>BACKBONE ORGANIZATION AND GOVERNANCE GROUP</b></p> <p>Emphasis on coordination and convening. Governance group. Influential champion(s) brings CEOs of orgs. together.</p> <p>More likely to be a few large projects.</p> <p>Guiding Vision and Strategy Aligning and Coordinating Activities Creating and Supporting Shared Measurement Partnering in the Building of Public Will Advancing an Aligned Advocacy/ Policy Agenda Mobilizing Funding to Support the Collective Effort</p>	<p><b>SYSTEM SHIFTING NETWORK WITH WELL-DEVELOPED SUPPORT SYSTEM</b></p> <p>Distributed and well-connected network leadership, especially to coordinate collaborative projects. Ever expanding leadership developed through small project coordination.</p> <p>Convene for understanding system, shared measurement and possibly reflection</p> <p>People work in the part of system that makes sense.</p> <p>Increasing numbers of self-organized emergent small projects build skills to organize large projects. Very experimental and learning based.</p>	<p>Network emphasizes shifting the entire system that is the focus of the network, places emphasis on developing the network leadership capacity of all network participants, and the continual emergence of self-organized collaborative projects that help the network understand the system and what it takes to shift the system or open it to change.</p> <p>Collective Impact usually involves a small number of high-powered organizations. It's about coordinating that power on a specific problem. Not so much on engaging large numbers of people.</p>
How do we know if we are moving in the right direction or making a difference?	<p><b>SHARED MEASUREMENT</b></p> <p>Agree on what to measure. Spot patterns. Learning. Developmental evaluation. Tracking shifts in relationships. Data collecting. Rapid feedback. Learning network-wide. Learn what is and is not working in the group's collective approach</p>	<p><b>DEEP REFLECTION, LEARNING, and IMPROVEMENT</b> to identify better next steps and breakthroughs.</p> <p><b>TRACKING SYSTEMS and MAPPING.</b> Social network mapping and metrics and network indicators help make the process transition.</p>	<p>BOTH emphasize learning, developmental evaluation, continuous reflection. BOTH deemphasize Logic models and TOCs.</p> <p>Collective impact stresses proven methods and tracking to see if all are following them.</p> <p>Networks emphasize that values and behaviors need to shift to a Network Mindset.</p>
Who does what how?	<p><b>MUTUALLY REINFORCING ACTIVITIES</b></p> <p>Prioritized set of activities. Each participant undertaking a specific set of plan-based activities but scan for emerging opportunities. Cascading levels of linked collaboration.</p>	<p><b>SELF-ORGANIZING</b></p> <p>Many people initiate opportunity-based collaborative action. People involved in many projects. Breakthroughs &amp; innovations identified and spread through this overlap.</p> <p>Money needs to be restructured to support collaborative projects.</p>	<p>BOTH emphasize opportunity-seeking. CI emphasizes mobilizing scale of key influential organizations.</p> <p>Network has possibility of mobilizing residents in innovative, effective &amp; transformative ways.</p>
How do we know who is doing what and how do we learn from that?	<p><b>CONTINUOUS COMMUNICATION</b></p> <p>Consistent and open communication among all players.</p> <p>All the collective impact initiatives held monthly or even biweekly in-person meetings among the organizations' CEO-level leaders.</p> <p>All organizations and levels respond in a coordinated and immediate way to new information.</p>	<p><b>CONTINUOUS TRANSPARENT DECENTRALIZED COMMUNICATION</b></p> <p>A network approach uses a wide range of mechanisms to ensure continuous communication takes place - it builds a communications ecosystem.</p> <p>Communication occurs less through any centralized group and more through use of multiple social media platforms and informal communication that occurs in collaborative projects and communities of practice.</p> <p>Network leaders need to be encouraging open sharing of what is happening in addition to setting up (often small Just-In-Time) trainings as needed in use of technology. Network leaders need to especially encourage sharing of mistakes, as processing these can often lead to breakthroughs and new insights.</p>	<p>Network communication emphasizes sharing information among the whole network, while Collective Impact is more focused on communication among the leadership group.</p> <p>Network communications ecosystems enable all network participants to interact with all other network participants directly. It uses a wide variety of platforms and tools to allow easy entry, opportunities for discussion, relationship building, accessing innovation for other communities, working collaboratively, sharing what is learned and tracking progress and challenges in an open way that enables participants to shift to more network behavior.</p> <p>Collective Impact is more focused on open communications among the partners.</p>
How is money distributed?	<p>Usually goes to backbone who distributes to a few large projects coordinated by individual governing body organizations.</p>	<p>Create pools of funds with small innovation funds for collaborative experiments and larger funds to help successes expand.</p> <p>Funders and network participants make decisions collaboratively about who gets funding.</p>	<p>Money for Collective Impact tends to be concentrated among the major players.</p> <p>Money in networks is used to support many small projects and new, expanding, distributed leadership.</p>

1 Collective Impact, John Kania and Mark Kramer, Stanford Social Innovation Review, Winter 2011

## System Shifting Network and Collective Impact

### Collective Impact

1. Joint Plan
2. Centralized Governance Group
3. Funds to organizations
4. Hard to grow

### System Shifting Network

1. Sets of Collaborative Experimental Projects + deep learning (Self-organizing)
2. Decentralized and/participative decision-making
3. Money in innovation pools for experiments
4. Structured for rapid expansion