



Social Impact Consultants

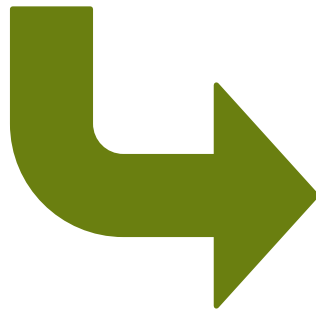
Discovering better ways
to solve social problems

Collective Impact; Leading in Complexity

April, 2013

Addressing Complexity in Collective Impact Efforts

- **Create Common *Intent***
- ***Structure* to Take Advantage of Emergence**



- **Collective Seeing**
- **Collective Learning**
- **Collective Doing**

- **Lead with a Complexity *Orientation***

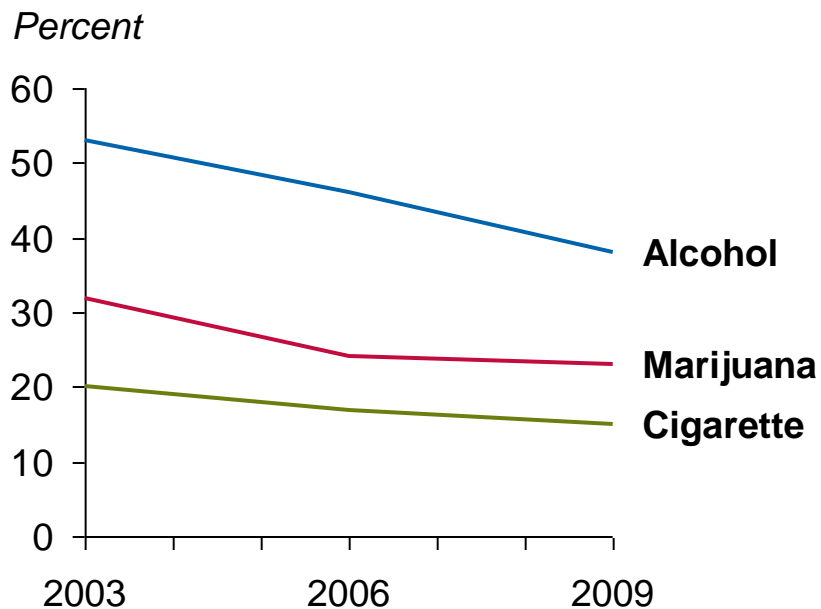


Emergence In Action: Teen Substance Abuse Prevention



By 2009 Teen Use of Alcohol, Marijuana, and Tobacco Had Been Cut Down by More Than 30% Locally

30-Day Use of Substance for 10th Graders



Nearly \$5 Million in Funding from :

- Health Department
- Government
- Public Safety Department
- Local Foundations
- Attorney General Office
- Juvenile Justice Department
- Personal Contributions

Additionally, \$5 Million had been raised toward youth development and strategies of the plan

Franklin County Communities that Care

**95% of local parents don't allow
their teens to drink.**

Based on a 2011 survey with 736 parents of Franklin County and North Quabbin teens responding.



We all make a difference!

Brought to you by the **Communities that Care Coalition.**

Franklin County Communities that Care

**78% of local parents have family dinners
with their teens most nights.**

Based on a 2011 survey with 736 parents of Franklin County and North Quabbin teens responding.



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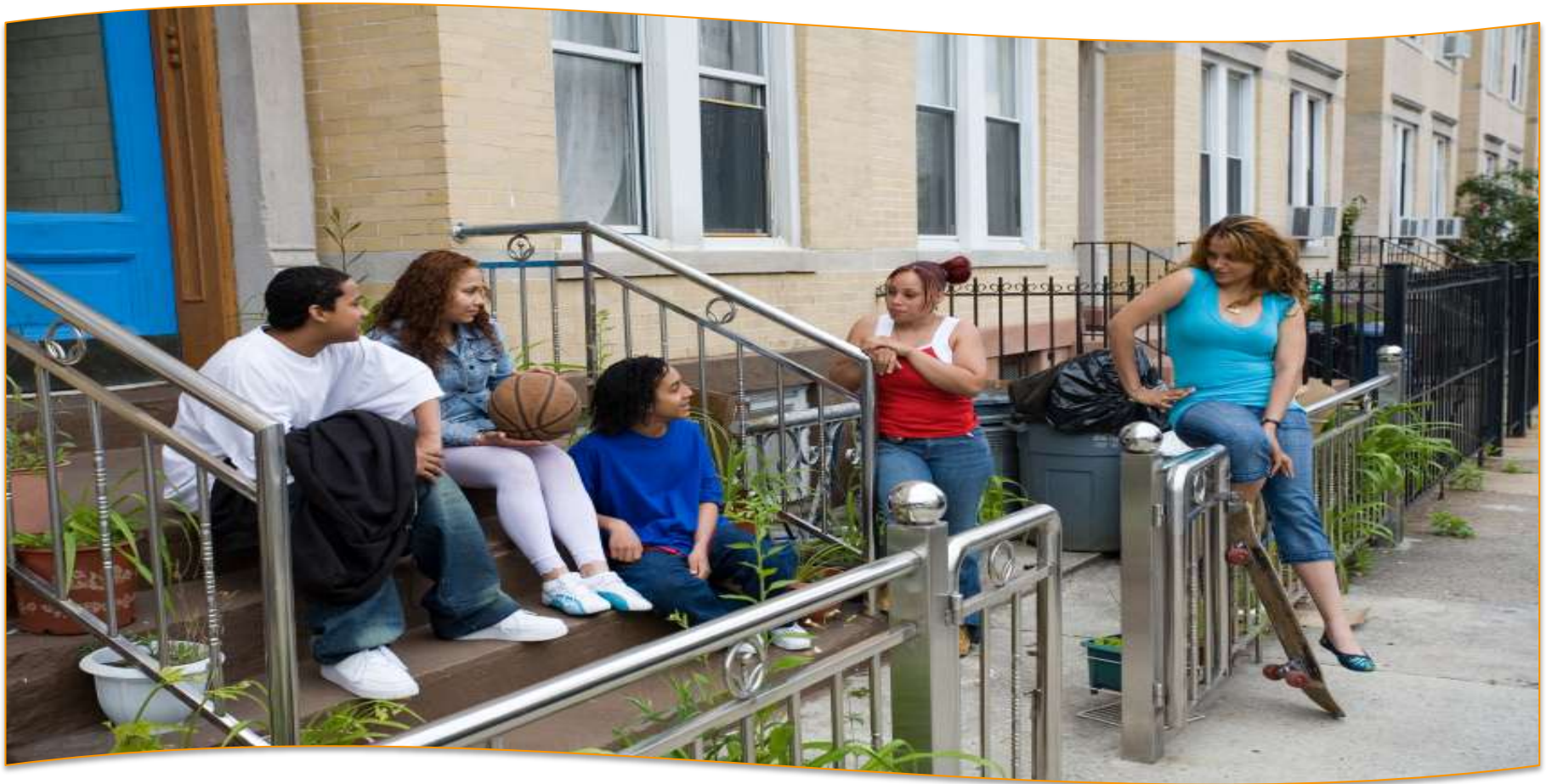


Emergence In Action: “Cradle to Career” Education Reform





Emergence In Action: Improving Public Safety



**How much we can accomplish in this world
depends on how much we can see.**

David Baily Harned

Patience: How We Wait Upon the World

Complexity in Building Skyscrapers



In the face of the unknown – the always nagging uncertainty about whether, under complex circumstances, things will really be OK – the builders trusted in the power of communication. They didn't believe in the wisdom of the single individual, or even an experienced engineer. They believed in the wisdom of making sure that multiple pairs of eyes were on a problem, and then letting the watchers decide what to do.

Atul Gawande

The Checklist Manifesto

How to Capitalize on Emergence in Collective Impact Efforts

- The system evolves through a pattern of interactions – **not predictable but nonetheless identifiable**
- With the right sightlines by the right set of people paying attention, emergent events become opportunities for making progress on a **LARGE** scale progress

To Thrive in Complexity we Need a New Approach to Structure

Current Approach

Predetermined
Solutions
And
Emerging Rules of
Interaction



Needed for Large Scale Change

Predetermined
Rules of Interaction
And
Emerging Solutions



Simple Rules: Five Conditions for Collective Impact



Implications of Emergence for Leading Collective Impact Efforts

- View your system through the lens of complexity
- Build a good-enough vision
- When life is far from certain, lead with clockware and swarmware in tandem
- Tune your place to the edge
- Uncover and work with paradox and tension
- Go for multiple actions at the fringes, let direction arise
- Listen to the shadow system
- Grow complex systems by chunking
- Mix cooperation with competition

Leading in Complexity Exercise

Instructions

1. On your own, reflect on the nine principles for Leading in Complexity (3-4 minutes)
 - Which three of the nine most resonate with you?
 - Think about stories from your experience that illustrate the three principles
2. Join with two others at your table (groups of 3) and share your favorite principles, and associated stories
3. As a group we'll ask you to share some of the coolest stories you heard from peers

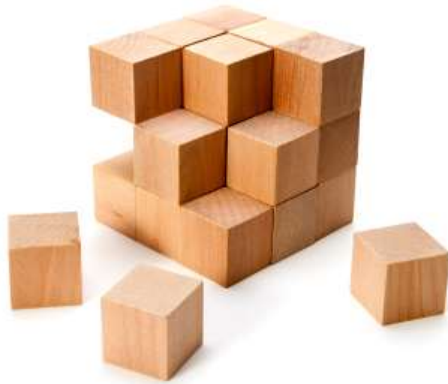
What Kind of “Emergent Solutions” Can We Expect When Collective Impact Rules for Interaction are Applied?

1. A previously unnoticed evidence-based practice, movement or resource from outside the community is identified and applied locally
2. Local individuals or organizations begin to work together differently than before and therefore find and adopt new solutions
3. A successful strategy that is already working locally, but is not systematically or broadly practiced, is identified and spread more widely

Implications of Complexity on Evaluation in Collective Impact

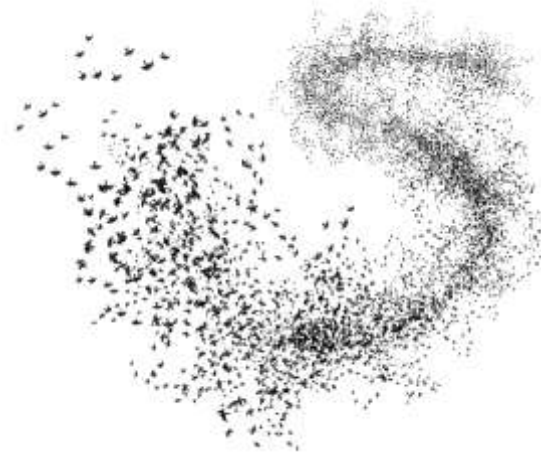
Shared Measurement

Is It Working?



Developmental Evaluation

What Is It?



We live in a complex world, we often don't know what is going on, and we won't be able to understand its complexity unless we spend more time not knowing . . . Curiosity is what we need

Margaret Wheatley