

# A Knowledge-Sharing Training Series: The Art & Science of Collective Impact: Insider perspectives on the good, the bad & the ugly in the pursuit of common good

By Urban Market Analytics

People and organizations around the globe are embracing the collective impact approach to accelerate progress on big challenges that can only be solved through the power of people working together.

Aimed at every level of society – from local communities to multinational scale – collective impact initiatives are fast-rising to replace the “isolated impact” approach, where problems are bigger than any single group or collaboration can solve.

This knowledge-sharing series was created by an experienced practitioner of collective impact, to help leaders of place-based change to design and begin to apply the collective approach.

## Who Should Take Part

This session is designed to engage cross-sector leaders who are interested in supporting or leading “place-based” collective impact initiatives that seek to make an impact on a community or regional scale (or in a field with a high degree of social accountability among important actors). Participants may include funders, service providers, academicians, advocates, grassroots and grassroots leaders, and business and government leaders.

## What People Learn

Participants learn the latest science and practical realities (i.e., the good, bad and the ugly) when people embrace a shared vision for change that transcends organizations and sectors. Learning the



■ Illustration by Mitch Blunt > Featured in Stanford Social Innovation Review

basic science happens through survey-style coverage of the history and current dimensions of the collective impact field, while learning the practical realities of collectivism happens through the lens of leaders’ own experience as well as “real life” examples of successes and failures in the field.

This series should complement capacity-building in other areas of knowledge that are vital to collective impact, such as systems leadership.

## How People Engage [FORMATS]

This series involves training & dialogue sessions that can unfold in several formats, ranging from a minimum 4-hour training to a weekly series over six weeks. UMA works with host sponsors of the series to meet the needs of local change agents.

## Six-Part Series

### PART 1: Collective Impact 101 – Basics of the Burgeoning Approach

1. What collective impact is and how it differs from collaboration and service partnership
2. Successes & stalls (examples across America)
3. 5 conditions of collective impact
4. Local adoptions of the collective approach
5. National players in collective impact – knowledge centers, evaluators and funders

### PART 2: Ideal Elements in the Design of Community & Regional Collective Impact

1. Place-based: Geographically bound enough to see and feel the energy and impact
2. Time-bound: Infusing the effort with purpose, time-sensitivity and – if possible - urgency
3. Targeting big goal: Big enough to excite and stretch capacity & realistic enough to achieve
4. Led by pure backbone group: Minimizing detractions inherent in other organization types
5. Designed to evolve, not solve: Avoiding trap of trying to change too much, too fast
6. Hyper-focused on hitting numbers: Avoid energy drains; above all, keep eyes on the prize!

### PART 3: Essential Soft Skills for Collective Impact Leaders [8 examples]

1. Stand as an equal among alphas & A-types
2. Fade to black as easily as they rise to the fore
3. Weave win-wins
4. Cut to the chase, without cutting to the bone
5. Follow the leaders who get things done
6. Sense the way of the wind, seize opportunities
7. Roll with the punches
8. Above all–keep eyes on the prize!

### PART 4: Avoiding Common Pitfalls on the Road to Common Good [8 examples]

1. Stay in your lane: Backbones should avoid becoming arms and legs (i.e., service providers)
2. Share: Kudos and resources should flow as liberally as success
3. Use what you have: Never reinvent wheels; never compete to do good

4. Leverage self-interest for collective good: Don't shun the "invisible hand"
5. Above all–keep eyes on the prize!

### PARTS 5 & 6: Sketching the Vision & Self-Assessment of Capacity for Collectivism

[& Work Plan sketch]

1. Big goal, which drives all else
2. Power structure & style
3. Communications practices & style
4. Organizational structure & style
5. Financial management processes & style

## How Learning Gains are Assessed

UMA provides tools that gauge participants' learning gains and/or collective efficacy during and after the series. The type of assessment tool(s) used depends upon the series format. All formats involve pre & post training assessments. Multi-week formats include quizzes administered at the start of each session, testing knowledge and concepts retained from the prior session.

## For more information:

This series was created by Urban Market Analytics, a consulting firm that works with visionary people and organizations to help *design, fund & evaluate* place-based solutions to the problems of poverty and inequality. UMA has worked most extensively in initiatives designed to:

- Strengthen the talent supply chain for low-income people [**WORKFORCE DEVELOPMENT**]
- Grow the micro & small business sectors [**BUSINESS DEVELOPMENT**]
- Accelerate poverty reduction for high-poverty communities [**POVERTY REDUCTION**]
- Speed redevelopment in blighted, low-income areas [**ECONOMIC RE/DEVELOPMENT**]
- Grow and strengthen low-performing community economies [**ECONOMIC GROWTH**]

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