DAY 1 HIGHLIGHTS

Our focus: Why Collective Impact and Why now?

We're now at Collective Impact 3.0
- Collective Impact 1.0 - Broad and diverse experimenting with CI approach
- Collective Impact 2.0 - Frame the broad parameters and emerging practices
- Collective Impact 3.0 - Deepen the practices, capacities, and ecology required

The two questions that matter:
- Can it be effective?
- What are the practices, capacities and enabling ecology behind the principles?

KEYNOTE HIGHLIGHTS | MELODY BARNES:

Solutions to the problems facing America were not going to be found in Washington, but in local communities

- Collective Impact provides the best available framework to understand, create, and implement change to complex community problems.
- Even for problems we thought were intractable, it shows us a way forward.
- Still believes in a role for government, but success will happen at the community level.
- People have been doing collaborative work for generations. Collective Impact brings a greater level of discipline and focus to collaborative work.
- The work of Collective Impact is about a new narrative for communities that positive change is possible
- The work is fulfilling and rewarding but it's also difficult and slow

We have seen the results! We know that these strategies can work.

- The Aspen Institute is committed to finding and sharing knowledge and best practices on a global scale through its partners FSG and Tamarack and through the Collective Impact Forum.
- We are still in learning mode, and the framework is being refined through experience.
- Engaging citizens and youth up front in these initiatives is absolutely critical.

Why now?

- It's important that we invest as building this field of practice
- Building the field connects people and accelerates everyone's work
- Lessons from the rolling suitcase - Collective Impact is a form of collaboration for addressing intractable issues, but now there is also a readiness in the broader environment to tackle these issues.

Emerging questions
- How to engage funders in this work?
- How to get the right system leaders engaged in this work?
- How do we get better at evaluation and policy change?

LEARNING WALL HIGHLIGHTS:

Timing & Process
- *When is the right time for collective impact?*
- *If you can't demonstrate change quickly, how do you keep funders engaged?*

Thinking and Working Differently
- *How can you merge two or more mindsets?*
- *What is the difference between Collaboration and Collective Impact?*
- *CI is a commitment to small actions*
- *Culture shift from competition to collaboration*

Sustainability
- *How do we find the balance between adherence to the Collective Impact framework and allowing for innovation?*
- *Rock the boat, but make sure no one goes overboard!*
- *How do we keep everyone playing in the sandbox for the long term?*

Communication
- *How do you convince people to buy in?*
- *How do you get all the stakeholders to embrace the strategy?*
- *How do we mitigate power dynamics?*
- *Everyone has voice*

Evaluation & Measurement
- *Measurement is important - How do we get the right data and evaluate it?*
- *How do we agree on common measurements and keep it fluid if focus changes?*
- *Discipline and aggregation makes for better data*

Engagement
- *How do we ensure "nothing about us without us"*
- *If you are not at the table, you are on the menu*
- Everyone can find a role and make a contribution

SOCIAL MEDIA HIGHLIGHTS:

Rachel @rachelsmind
Are you ready for Collective Impact? Ask the right questions. #CISummit2014

Karen McCullagh @kmccullaghbgcc
#CISummit2014 That ah-ha moment when we shift from "what can I get out of this, to what can I give to this?" Paul Born @CIForumTweets

Jeff Loomis @loomisyyc
Collective Impact is not new. The innovation is greater discipline for collaboration. @MelodyCBarnes #CISummit2014

Liz Weaver @weaverworks
Government moves slowly + is partisan but needs to be at the #collectiveimpact table - they have levers to advance this work #CISummit2014

The Philanthropist @Phil_journal
Role of philanthropy in #CollectiveImpact - funding that recognizes risk, incorporates data, understands the time it takes. #CISummit2014

Jillian Witt @jillwitter
Who better to identify the cracks in the system than those experiencing them? #CISummit2014

Alison Robertson @robertsonalison
Impossible to be community based without meaningful involvement with community members - @MelodyCBarnes #CISummit2014

Community Base Camp @communitybcamp
Who advances and who survives? Those who are adaptively responding to the challenges we face. - #CISummit2014

DAY 2 HIGHLIGHTS

Our focus: Essential Mindset Shifts for Collective Impact

KEYNOTE HIGHLIGHTS | JOHN KANIA:

The Five Conditions of Collective Impact build a foundation – Mindset Shifts Are Also Needed to Do the Work

Mindset Shift One: Who is Involved?
- Get all the right eyes on the problem – new eyes bring new vision
- Move from what is obvious to what is not obvious.
- This work is not counterintuitive, it is counter-cultural
- What if each of us could see what everyone sees, what if we had collective vision?
- How much we can accomplish in this world depends how much we can see
- If you want to change the system, you have to get the system in the room

Mindset Shift Two: How People Work Together
Getting things to scale requires a different way of working together: Collective Seeing – Collective Learning – Collective Doing:
- This is adaptive work, not technical work. Solutions that emerge are not known in advance
- The people who are impacted by the need to be the ones who solve it
- CI offers a structure to organize and make this work
- The dominant paradigm assumes that pre-determined **solutions** and emerging rules of interaction are needed for large scale change – Collective Impact focuses on pre-determined **rules of interaction** and emerging solutions

Mindset Shift Three: How Progress Happens
- It is important to discern between Program Strategies and Transformation Strategies
- The four Strategies for Transformation are:
    1. Increasing Coordination: finding ways to re-align existing programs and stakeholders to maximize system efficacy
    2. Enhancing Services: bringing in previously unnoticed practice, movement or resources to enhance existing local services
    3. Policy: advocating for policy change at local or state levels to improve major components of the systems
    4. Learning through Pilots: start small with willing partners, learn from the experience, and then to expand
- Successful collective impact efforts "bootstrap" successful programs and outcomes are improved through emergence.

Emerging Questions:
- Whose "eyes should be on the problem" but aren't currently?
- Are your CI strategies program- focused or systems focused?

LEARNING WALL HIGHLIGHTS:

Relationships are the Foundation of Change

- *Who's in the room? Do we have the right eyes on the problem?*
- *When the cast of people is constantly changing, it's difficult to gain momentum. What are our rules for engagement?*
- *People need TIME to talk to each other – often we don't allocate time for this*
- *How can we involve "enemies" without comprising our values?*
- *How do we evaluate levels of trust?*

Transformation

- *Adaptive work is organic and emergent*
- *Transformation is counter-intuitive. Going beyond the physical, almost spiritual*
- *Are we doing it right? Validate. Course correct. What does "right" mean?*

Program vs. System Focus

- *Shifting to see things differently*
- *Where do programs fit in system change work?*
- *Where do we delineate the scope of a system?*

Resources

- *How do we change the paradigm so that those who hold resources understand the values of being relational/co-creating?*
- *Change costs money…lack of money becomes the first excuse for not doing something…often when things get started the money will come*

AHAs

- *Collective Impact is a strategy for collaboration that requires system thinking*
- *When you hear great ideas they seem so obvious. So why didn't I think of that?*
- *Have patience to do a deep dive not knowing the answer. Embrace the unknown.*

SOCIAL MEDIA HIGHLIGHTS:

Diane Dyson @Diane_Dyson
"We need to trust each other enough to collaborate to solve these complex, messy problems," @CEO_TorontoFdn #TVS2014 #CISummit2014

PCMH @PCMHontario
Adaptive leadership is creating the conditions for others to make progress. System leaders catalyze collective leadership. #CISummit2014

Jeff Loomis @loomisyyc
'We are program rich, but system poor'. Focus on how people work together and interact to create system change by J Kania #CISummit2014

Rachel @rachelsmind
2nd #collectiveimpact mindshift: how people wk together matters. When people get along, change happens. Relational trust! #CISummit2014

Mark Holmgren @mjholmgren
Who shares the "change" table is important. Many voices, many minds, many ideas and questions. From #CISummit2014

AllysonHewitt @AllysonHewitt
Love that the #CISummit2014 starts with music and play allowing us to tap into other parts of our brains

REACHedmonton @REACHedmonton
"Remember why we do this work - it's not for fame." - Phoebe, CISummit Delegate #CISummit2014

DAY 3 HIGHLIGHTS

Our focus: Snap Back: Experiencing the Challenge of Resilient Systems

KEYNOTE HIGHLIGHTS | BRENDA ZIMMERMAN:

"Stop trying to change reality by attempting to eliminate complexity." David Whyte

What we need to understand about Complexity
- There are several types of problems, each requiring a different style of thinking and leadership:
    - Simple (Known eg Making Soup)
    - Complicated (Knowable eg Sending a Rocket to the Moon)
    - Complex (Unknowable eg Raising a Child)
- Understanding Change in Complex Social Systems:
    - Behaviour of the system can be largely explained by understanding "attractors."
    - Relationships and coordination among parts can be more important than the parts themselves.
- A "Checklist" approach to managing works for Simple problems, but Minimum Specs/Simple Rules work for complex systems because of their changing and unknown patterns. Engage participants in collective **Ownership**, not passive **Buy-In** to preconceived solutions and assumptions.

Resilience 101
- There are 2 very distinct types of resilience:
    - ENGINEERING RESILIENCE: Bouncing back to the status quo
    - ECOLOGICAL RESILIENCE: Adaptation and deep change through creative destruction which allows the system to continually learn
- Self-organizing happens in living systems. What are the simple rules for relationship that are influencing the system? When things aren't working we should strive for coherence rather than consistency and allow for constant adaptation and innovation.

Snap Back - How can we mitigate the risks?
- **Relationships are Key** - Choose your "Audience of Significance" that you will look to for validation
- **Pay Attention to Engagement** - Ensure resources are available for listening and engaging on an on-going basis. Protect space in your calendar and reward others that take the time to do this. Listening, engaging, and **pattern recognition** must be supported forever – not just at the beginning.
- **Be Strategic Thinkers, not merely Strategic Planners** - Reinforce strategic processes that recognize the iterative nature of profound strategic thinking, and always look for the small differences that could create a tipping point.
- **Don't Confuse Quick Wins with Quick Fixes** - Success is not a destination in complexity. Make resources available for safe-fail experiments and value context expertise as much as content expertise.

Emerging Questions

- How can you eliminate or bypass negative attractors?
- Does taking an ecological approach run the risk of losing focus?

LEARNING WALL HIGHLIGHTS:

Engaging "context" expertise
- *In the machine world, content trumps context. In Living systems context trumps content.*
- *More people to bring their gifts and wisdom to the table.*

Preventing "Snap Back"
- *Snap back can happen at any level (individual, organizational, sector or system)*
- *Identify the rules of the dominant system that will cause snap back*
- *How can we deepen the trough of CI? Make it more resilient.*

Building personal capacity
- *Lot's of time needed prior to starting any CI to examine the players*
- *Knowing your audience of significance can be critical in navigating rough times*
- *Leadership is important. But paradoxically, so is self-organizing.*

Embracing Complexity
- *Embrace and explore complexity. Don't try to control it. Ride the wave.*
- *Water flows through the path of least resistance*

Best Practice is an Anti-Innovation
- *Don't try to import solutions*
- *Create Ownership vs. Buy-In*
- *Constantly seek data to validate solutions*
- *Allow for risk and experimentation (SafeFail)*

Sustaining Change
- *Until the pain of not changing is greater than the pain of change - it's not likely to change*
- *Important to have courage to act while learning*
- *Working with complexity requires strategic thinking not strategic planning.*
- *Success is never a destination. It's about getting things roughly right.*

SOCIAL MEDIA HIGHLIGHTS:

Jo Cavanagh OAM @JoCavanaghAU
#CISummit2014 Subversive idea- Iterative learning through innovation trumps replicating best practice.
Subversive idea 2 - promotion emergence does not need a strategic plan to progress forward @collabforimpact
Subversive idea 3 - leadership for CI requires not being the decision maker (: Hooray. Hear this team @FamilyLifeAU :)

Marci Ronald @mronald75
I think I'm officially a Collective Impact groupie #CISummit2014

Kerry Graham @kerry_change
Prof Brenda Zimmerman: quick wins do not equal quick fixes #CISummit2014 #collectiveimpact @collabforimpact

Enrique Robert @Robert2Enrique
Great quote #CIsummit2014 "Time is too short & things are too bad for pessimism" (Dee Hock)

Kailey @whatkaileysaid
Interesting... "managers would rather live with a problem than have a solution they can't understand or control."

Rachel @rachelsmind
Plan 1st then act does not lead to lasting change. Continue to listen and adapt over time to prevent snap back to old systems #CISummit2014

Jaime Brown @_Jaibles
"Buy-in" problematic in #collectiveimpact - should focus on shared "ownership". Very important distinction! #BrendaZimmerman #CISummit2014

Kailey @whatkaileysaid
Value-added to the #CISummit2014 is being able to get to know other twenty-somethings in this sector. Interesting to hear shared challenges.

DAY 4 HIGHLIGHTS

Our focus: Breathing Life into Your Plans: Effective Implementation

KEYNOTE HIGHLIGHTS | JAY CONNOR:

Catalytic Leadership: Strategies for an Interconnected World **(www.thelukecenter.org)**
- In traditional organizations, the leaders are responsible for the plan. In a community collaborative project, the catalytic leader is responsible for the outcomes.
- Francis Ford Coppola: "*In a good movie everybody is making the same movie*"

Erie Together (erietogether.org): *Working together to make the Erie region a community of opportunity where everyone can learn, work and thrive.*
- Community was galvanized by a newspaper headline in 2008 announcing that Erie County had the highest poverty rate in Pennsylvania. Mayor, United Way, and church leaders responded, but stepped back to let the community lead organically and focus on outcomes.
- Inspired by other successful poverty-reduction efforts and were inspired by the work of the Hamilton Roundtable on Poverty Reduction and their Mission: *Making Hamilton the best place to raise a child.*
- While focused on poverty reduction, they recognized that ultimately their work was to make the whole community a better place.
- Erie began defining themselves by stating what they are not. This changed the whole sense of ownership for the initiative. Take all of the diverse, patchwork things people were doing, and give them some alignment and coordination towards a common goal.

The Aspiration Process: *Learn - More Children become successful adults.*
- To get from the present to the desired state, we have to think differently about structures, processes, and measures. This can be very difficult to do within existing systems structures, but by bringing the community together around an aspirational goal we build inclusive ownership.
- The breakthrough came in mobilizing multiple self-organizing action teams to create a transformational change process that is facilitated by a small 2 person backbone.

The Keystone Outcome (learningovations.com)
- Research revealed that **3rd Grade Reading Proficiency** directly correlated to a large number of other outcomes. By focussing on this single measurable outcome Erie Together recognized they could influence multiple outcomes such as economic, health, high school completion, and reductions in teen pregnancy and involvement with the justice system through a cascading series of influences.
- To do this, they invited people to bring their expertise but not their agendas, banned jargon, and balanced "content" experts with "context" experts from the community.

Emerging Questions:
- John Kania: "*The people aren't broken, the system is*". But if the system is broken, how do we fix it?
- How can you identify a Keystone Outcome indicator?

LEARNING WALL HIGHLIGHTS:

Complexity = Messiness
- *Embrace the messiness of the process*
- *This Summit has introduced a disturbance in my thinking. I like it!*
- *Have a belly for the big Issues*
- *Deliberate Ambiguity*
- *Complexity of relationships*

Community Engagement
- *We are all responsible*
- *Diversity and Inclusion*
- *Need Diverse Perspectives - at least 50% context expertise*
- *How can we create conditions of safety?*
- *How to handle the power dynamic?*
- *What are the competencies of the key leadership?*

Define the Bull's Eye
- *What are the tipping points?*
- *What else is going on? - Scoping is critical*
- *Scoping around what you can influence*
- *Problem-solving needs to be pragmatic and interdisciplinary*

Catalytic Leadership
- *Inter-organizational vs. hierarchical*
- *Provides catalyst vs. Taking Charge*
- *Right question vs. right answer*
- *Coordinated action vs. Follower efforts*
- *Ownership vs. Buy-In*
- *Responsibility for community outcomes vs. Responsibility for strategy and tasks*

SOCIAL MEDIA HIGHLIGHTS:

Leena Sharma @Elation_State
Jay Connor: "The best disinfectant against maliciousness is visibility and conversation." #embracedifficultconversations
Jay Connor: Catalytic community leadership vs. Traditional organizational leadership: http://ow.ly/i/7ay69 #CISUMMIT2014

Vibrant Communities @VC_Canada
A picture tells a story with Elayne Greeley - creativity in action. #CISummit2014 http://ow.ly/i/7atJZ

Trevor Sheppard @trevorcarl
How I see + options I perceive = choices I make. #CISummit2014

Cindy Chatzis @cindychatzis
"We just need to throw a dart at a place we can hit and it will cascade through"-Ken South Dallas #CISummit2014

Strong Roots @StrongRoots_SK
Sorry to miss #cisummit2014 but glad to eavesdrop on the tweets!

leah stephenson @burnerLeah
We want your expertise. We don't want your agenda. - Jay Connor #CISummit2014

Kerry Graham @kerry_change
@jcrubicon communities know what their aspiration is, CI helps them with the structures, processes & measures to get there #CISummit2014

Mattonz @mattonz
Phoebe: "I have a Masters in Streetology" & "You don't need to be perfect to do this work, there's no perfect way to do it" #CISummit2014