

Adaptive Learning

3 enabling competencies for community engagement

A Tamarack Webinar Featuring

Chris Soderquist and Rachel Ferencik



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Our Webinar Speakers



Chris Soderquist

Leadership Consultant and Educator
Pontifex Consultant



Rachel Ferencik

Project Director
Banyan Communications

Adaptive Learning

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How are Management & Leadership “Fads” like sports?



In my career I've seen many “process du jour” come (and go)...

TOTAL QUALITY MANAGEMENT (TQM)

KOTTER'S LEADING CHANGE

RE-ENGINEERING

COLLECTIVE IMPACT

LEAN ENGINEERING

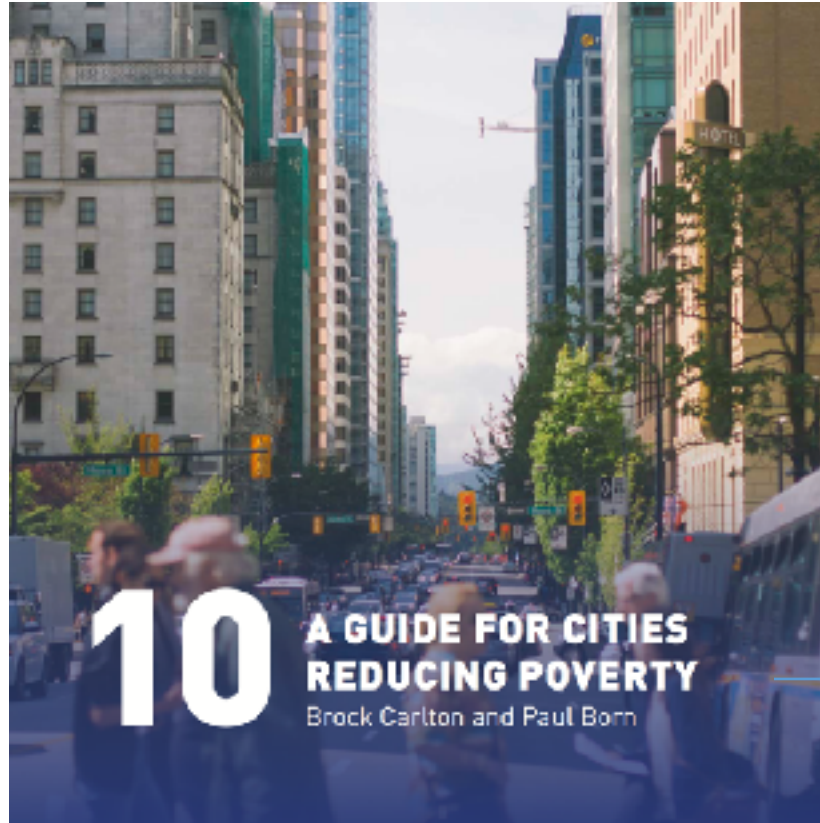
SIX SIGMA

*In basketball, it's useless to ask a team to run the triangle offense if they can't pass, dribble, and shoot
It can be just as **useless** to ask people to lead a change process without **supporting** / necessary **skills**!*

The Guide begins with encouraging...

① CITY-WIDE INITIATIVES

*Municipal leadership and multi-sectoral engagement
are keys to success*



And ends with encouraging...

⑩ COLLECTIVE IMPACT

Think and act like a movement

Channeling Change: Making Collective Impact Work

An in-depth look at how organizations of all types, acting in diverse settings, are implementing a collective impact approach to solve large-scale social problems.

BY FAY HANLEYBROWN, JOHN KANIA, & MARK KRAMER

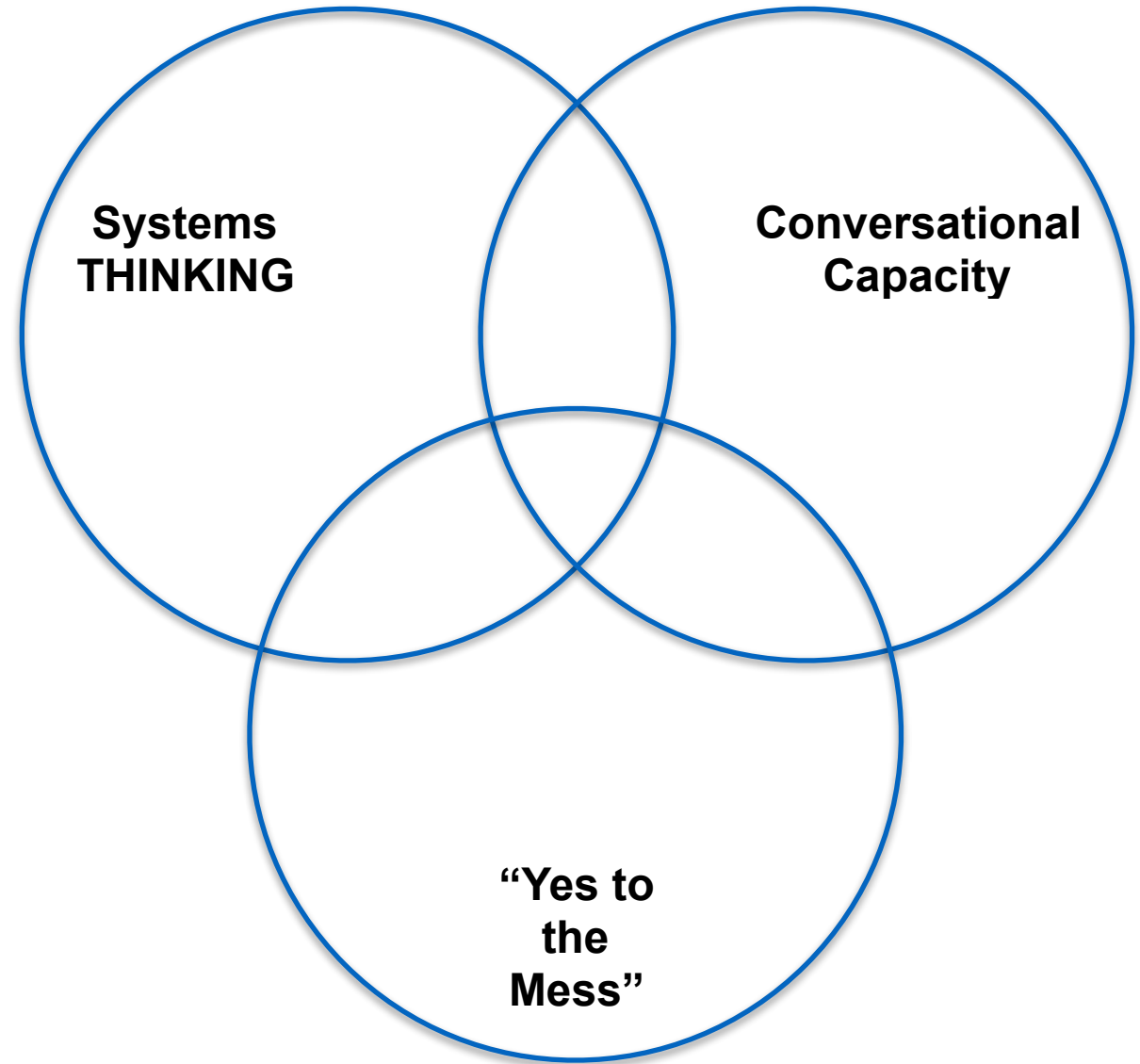
The Five Conditions of Collective Impact

| | |
|--|---|
| Common Agenda | 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. |
| Shared Measurement | Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable. |
| Mutually Reinforcing Activities | Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action. |
| Continuous Communication | Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation. |
| Backbone Support | Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies. |

Hanleybrown, Kania & Kramer

Our guidance here on implementing collective impact has said little about the **“softer” dimensions of any successful change effort**, such as **relationship** and trust **building** among **diverse stakeholders**, **leadership** identification and **development**, and creating a **culture of learning**.

To improve the five conditions,
three **Enabling Competencies**
support a process of **Adaptive Learning**



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The type of issues **community efforts** are designed to address **are** typically toward the **adaptive** end of the continuum

BIAS = ACTION

Routine Problems

- Easily defined
- An obvious, proven solution
- Often an expert on whom we can call to solve the problem for us

There is, in other words, a routine for dealing with the problem.

BIAS = LEARNING

Adaptive Challenges

- Often hard to define
- No clear solution, and different people hold different views about its source
- No expert who can solve the problem for us

They are fundamentally different.

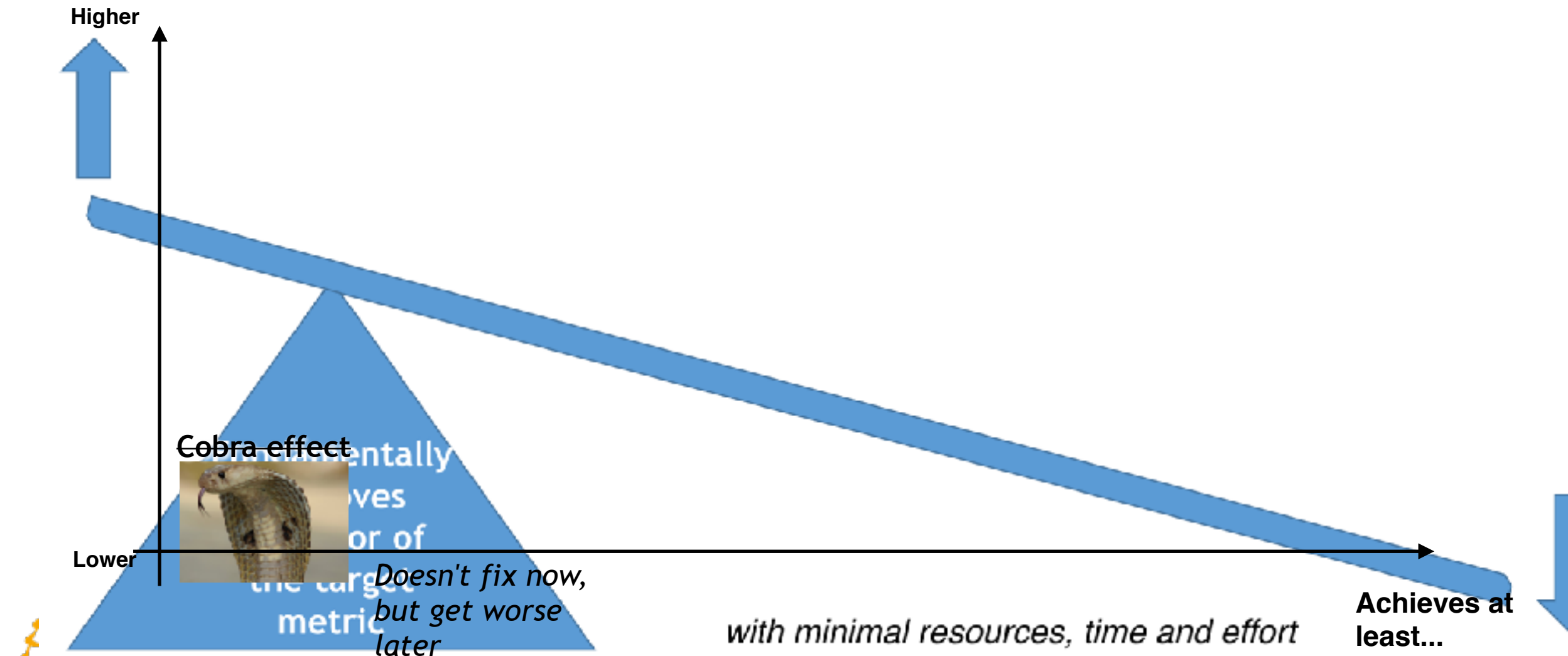
Drawn from the works of Ron Heifetz and Craig Weber

Often, our preferred strategy is to apply a **routine** solution to an **adaptive challenge**.
And when we do, we wonder why we aren't having the impact we want.

Using the **enabling competencies** increases the likelihood of **finding leverage**.

Amount of Strategic Leverage

High Leverage Definition

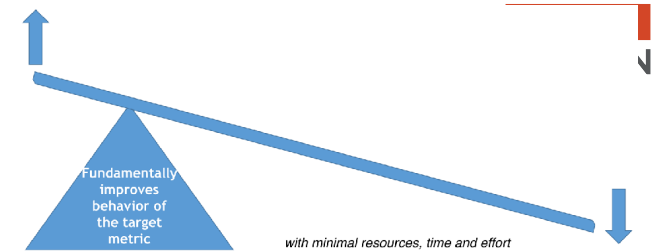


Amount of Strategic Leverage

Higher

Lower

High Leverage Definition



Cobra-effect



Parachuting
Cats



*Doesn't fix now,
but get worse
later*

*Doesn't cause
other problems*

**Achieves at
least...**

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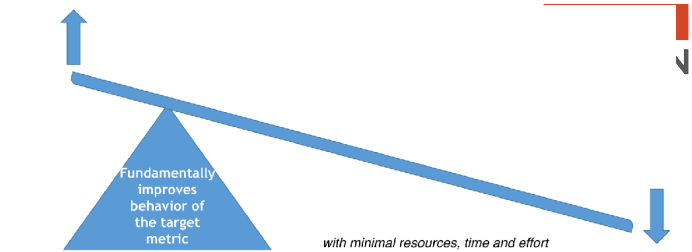
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Amount of Strategic Leverage

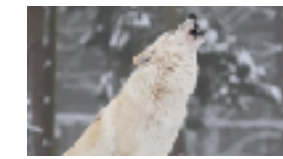
Higher

Lower

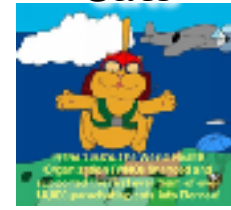
High Leverage Definition



Finds the wolf



Parachuting Cats



Cobra-effect



*Doesn't fix now,
but get worse
later*

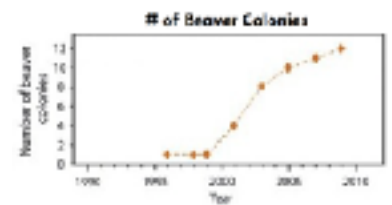
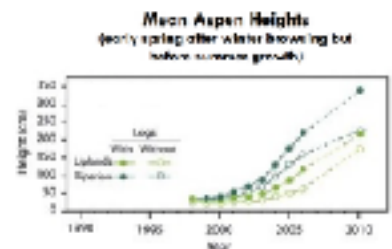
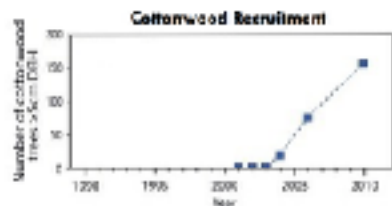
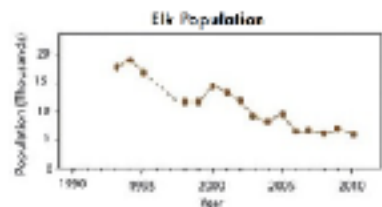
*Doesn't cause
other problems*

Multi solves

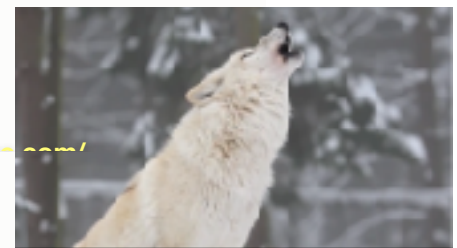
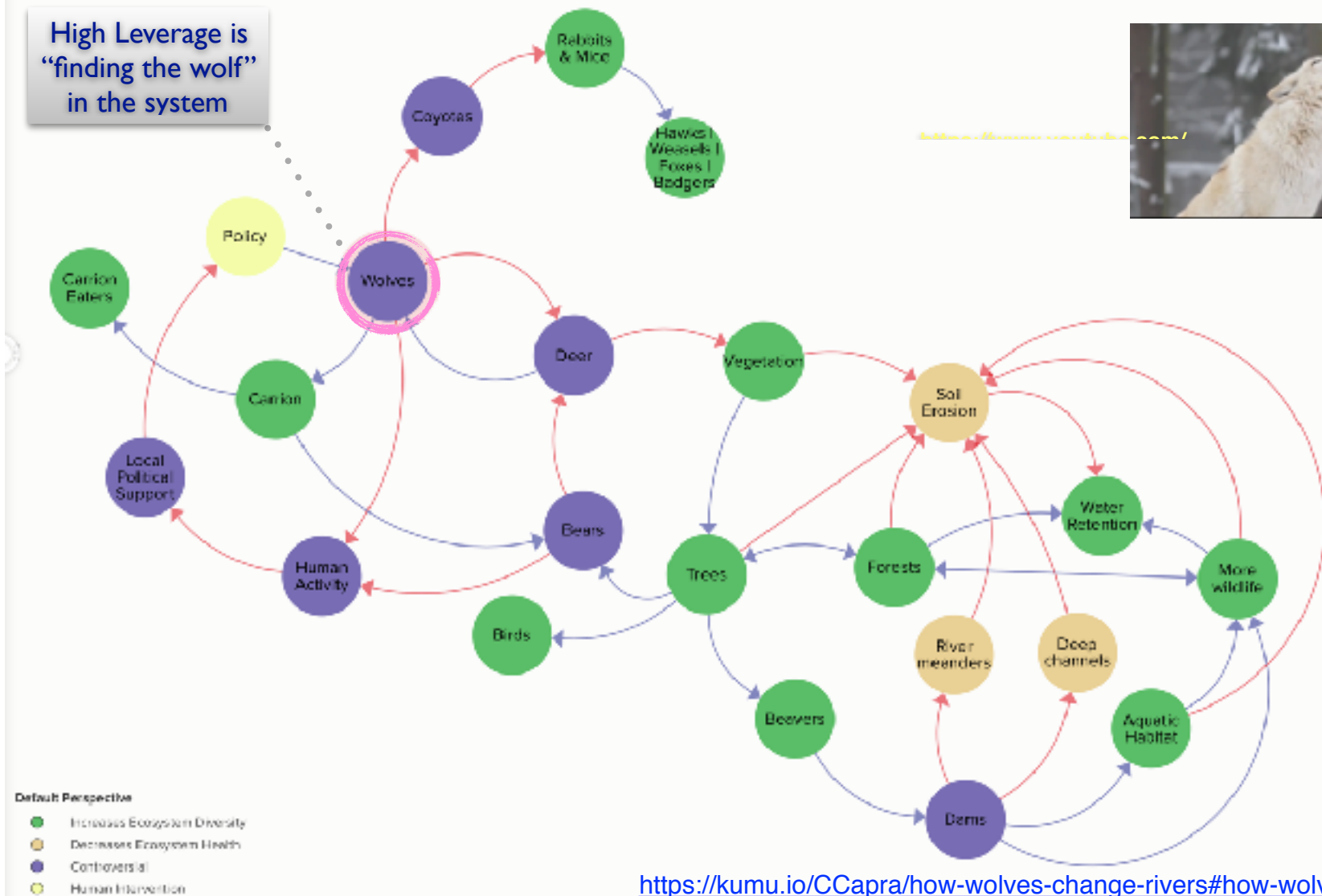
Achieves at least...

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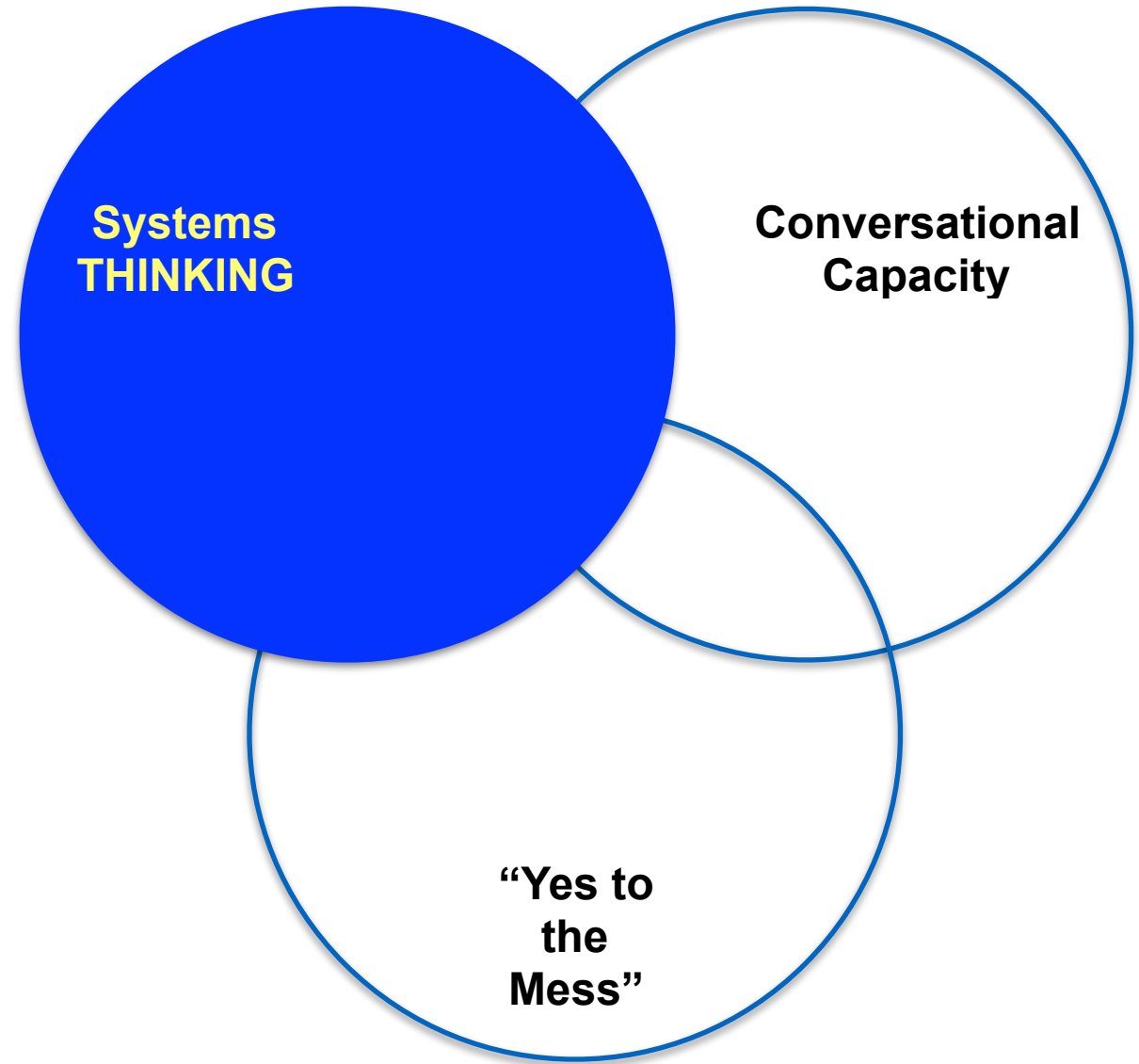
High Leverage is
"finding the wolf"
in the system

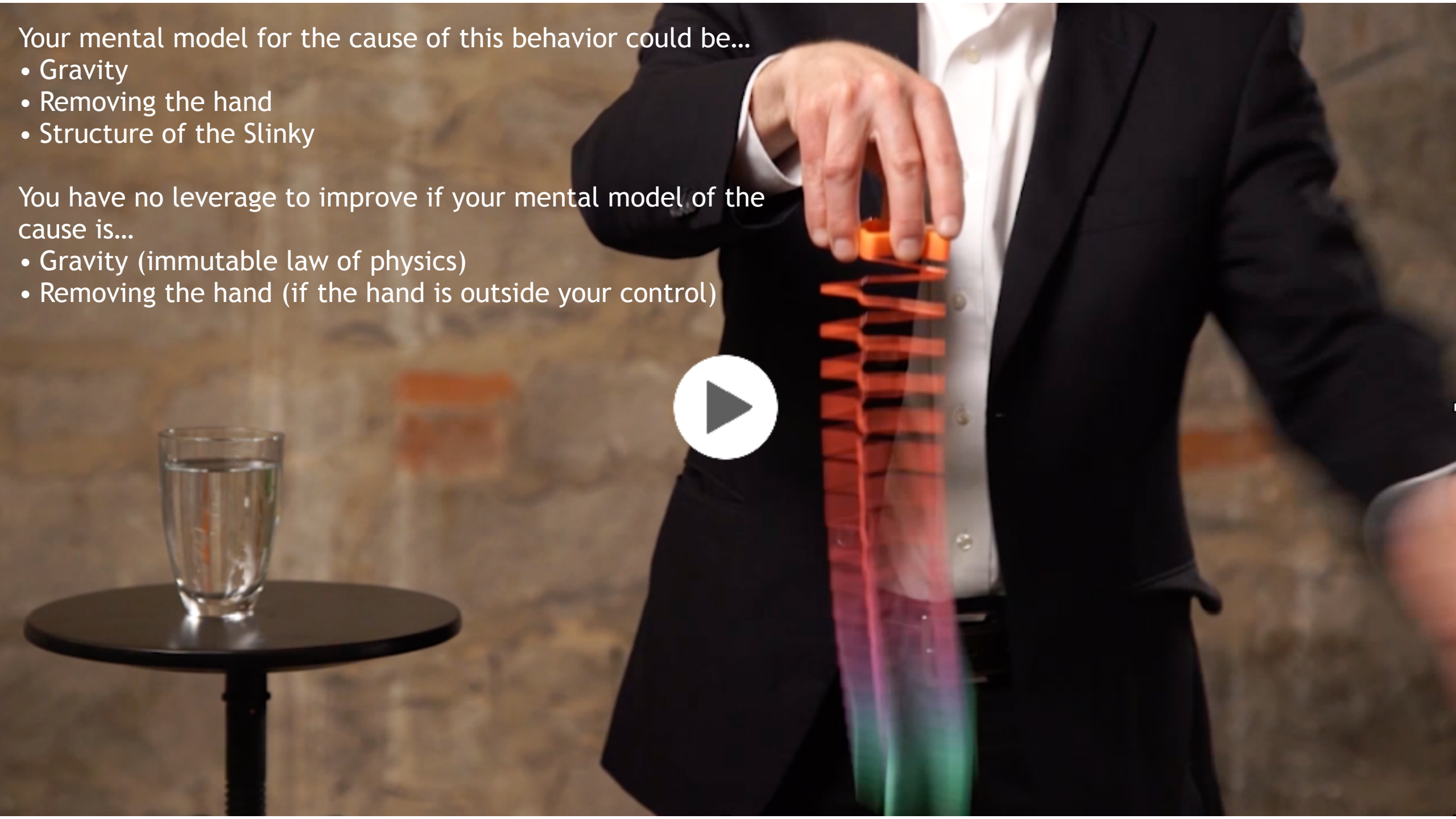


<https://kumu.io/CCapra/how-wolves-change-rivers#how-wolves-change-rivers>

The key competency
for helping to find
leverage

Systems THINKING





Your mental model for the cause of this behavior could be...

- Gravity
- Removing the hand
- Structure of the Slinky

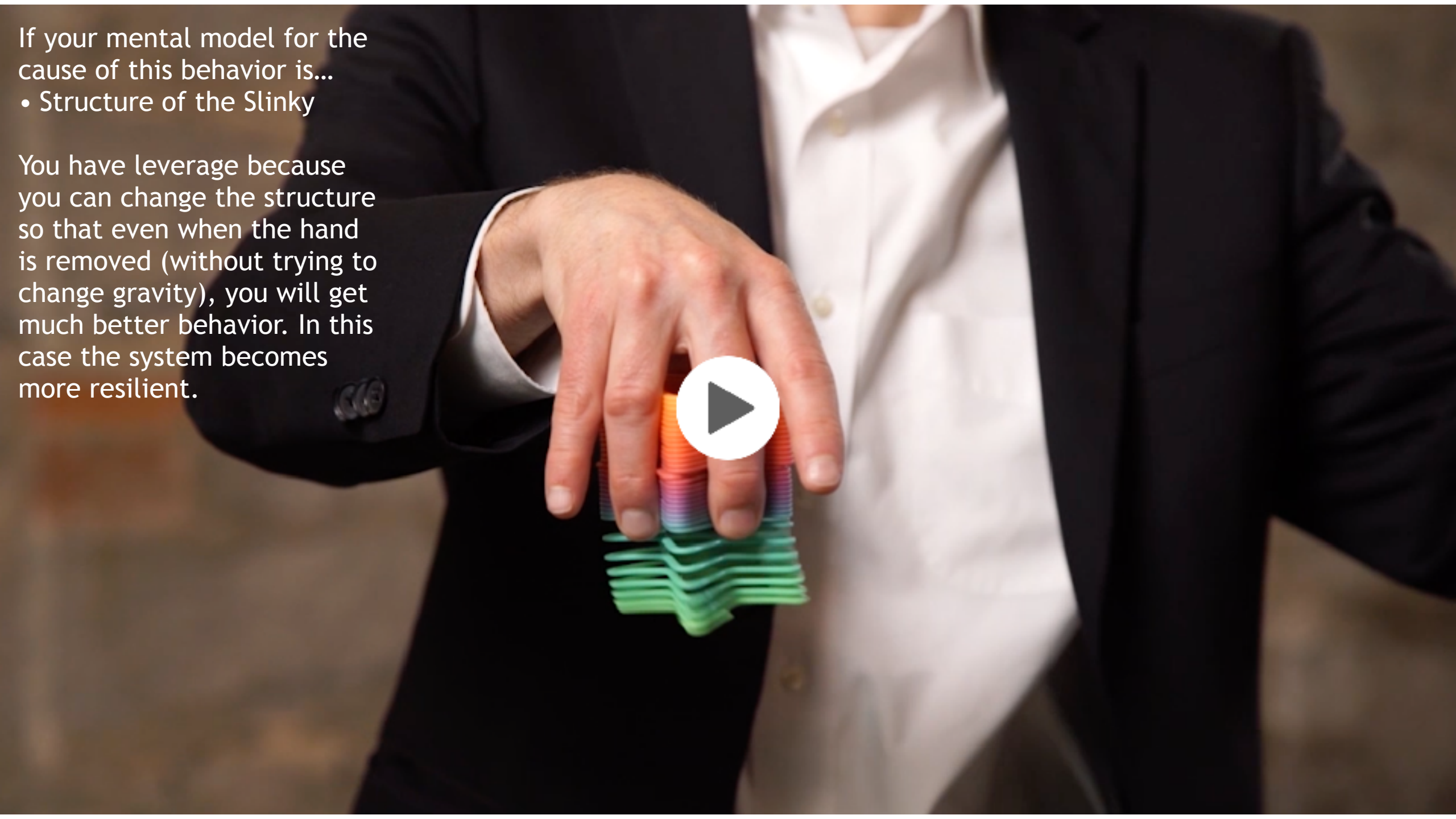
You have no leverage to improve if your mental model of the cause is...

- Gravity (immutable law of physics)
- Removing the hand (if the hand is outside your control)

If your mental model for the cause of this behavior is...

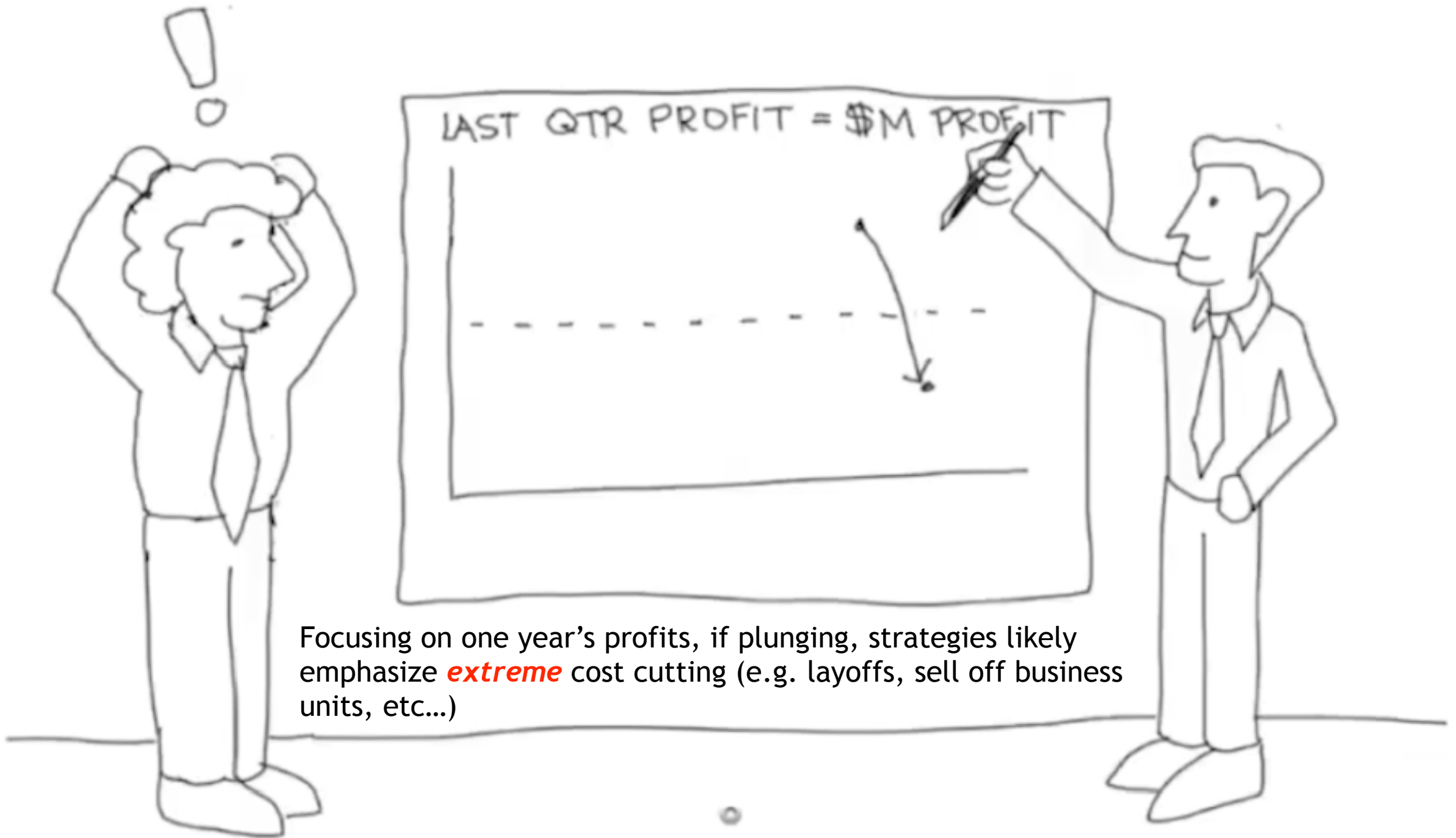
- Structure of the Slinky

You have leverage because you can change the structure so that even when the hand is removed (without trying to change gravity), you will get much better behavior. In this case the system becomes more resilient.

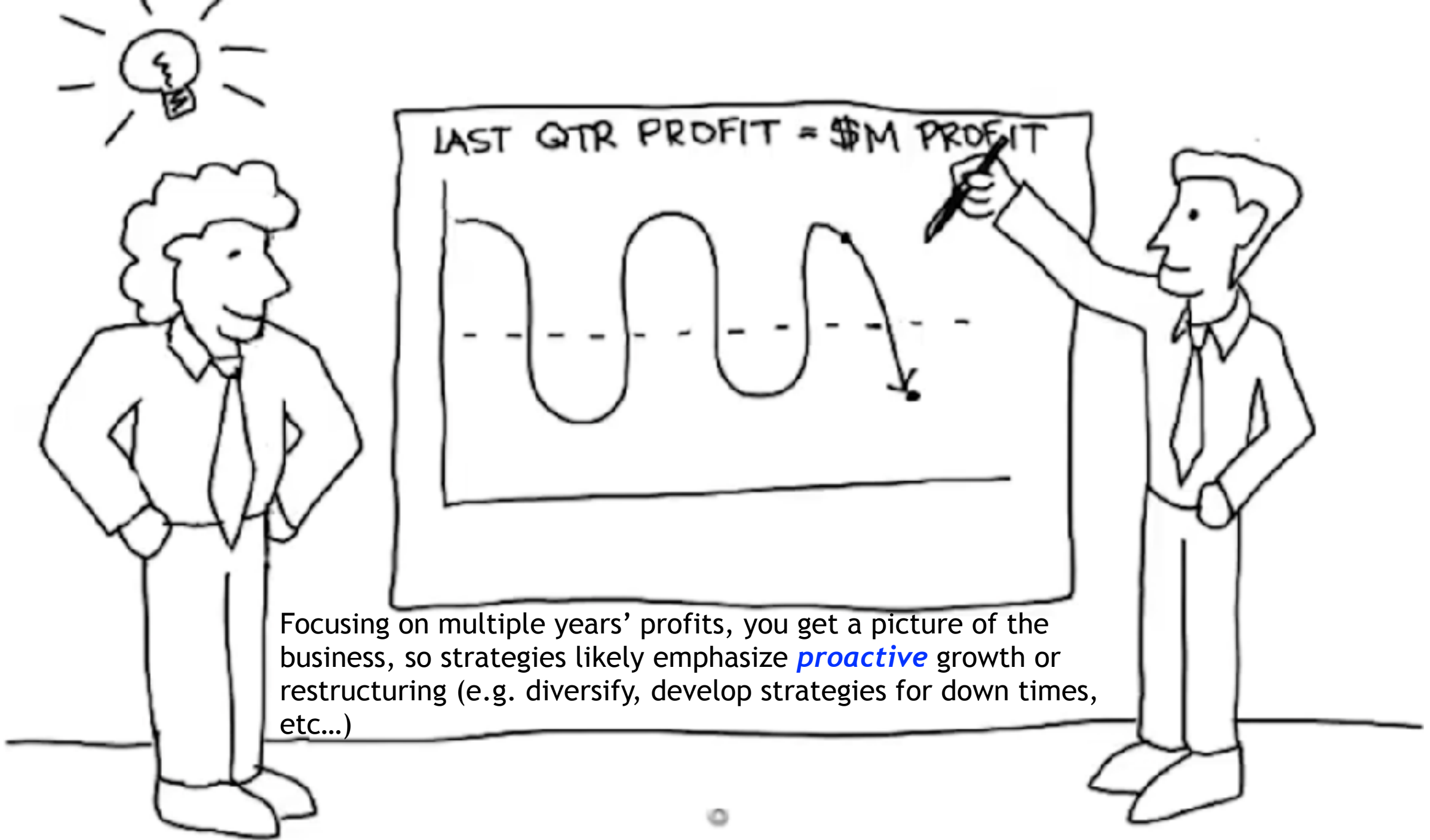




Focusing on one quarter's profits, if negative, strategies likely emphasize **cost cutting** (e.g. layoffs, sell off business units, etc...)



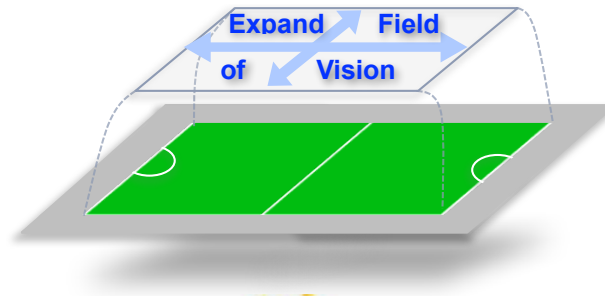
Focusing on one year's profits, if plunging, strategies likely emphasize **extreme** cost cutting (e.g. layoffs, sell off business units, etc...)



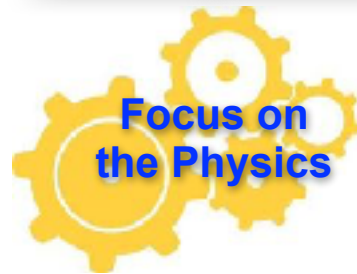
Focusing on multiple years' profits, you get a picture of the business, so strategies likely emphasize *proactive* growth or restructuring (e.g. diversify, develop strategies for down times, etc...)

The **Foundational Principle** of Systems THINKING is... **Structure Drives Behavior**

FOUR MINDSETS support application of this principle



What are we missing? Should we look over longer time periods? Across sectors or disciplines?



How does this work?

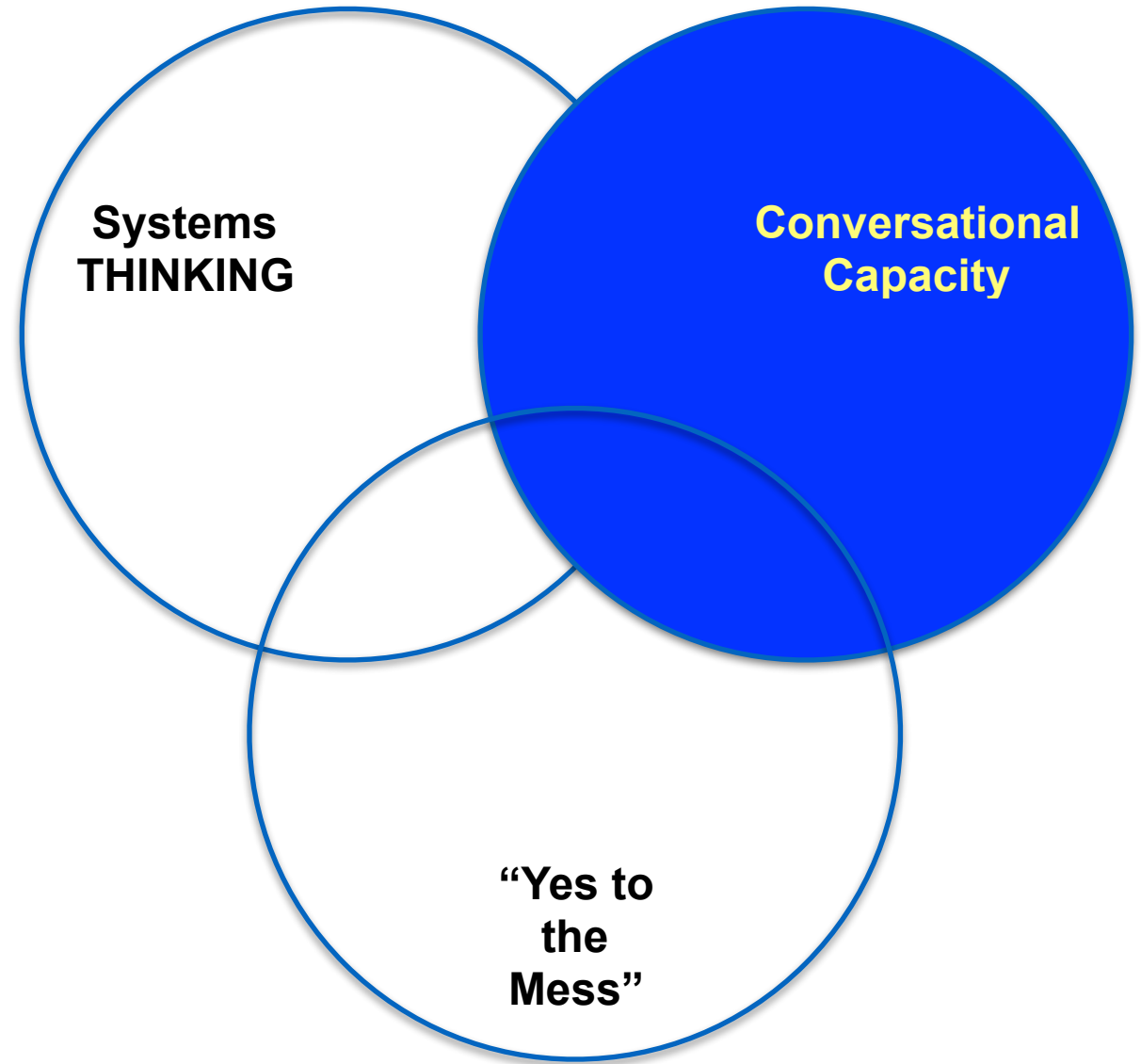


Where can we intervene to create maximum improvement?

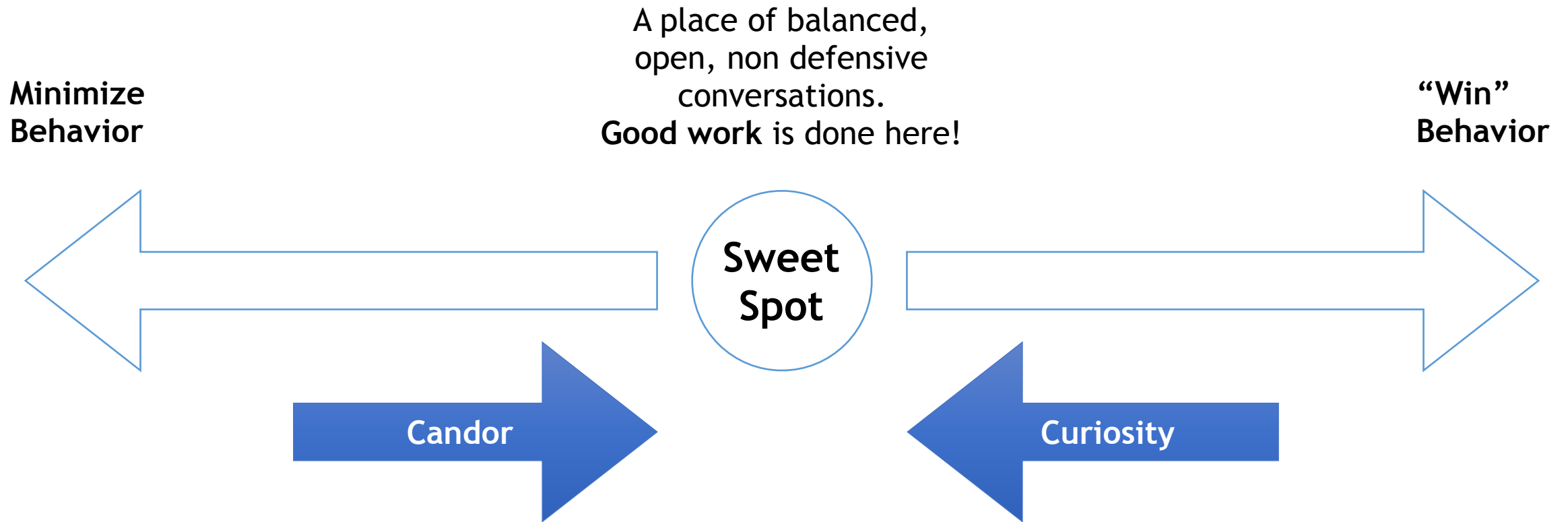


How can we learn together – and improve that learning – as rapidly as possible?

Conversational Capacity

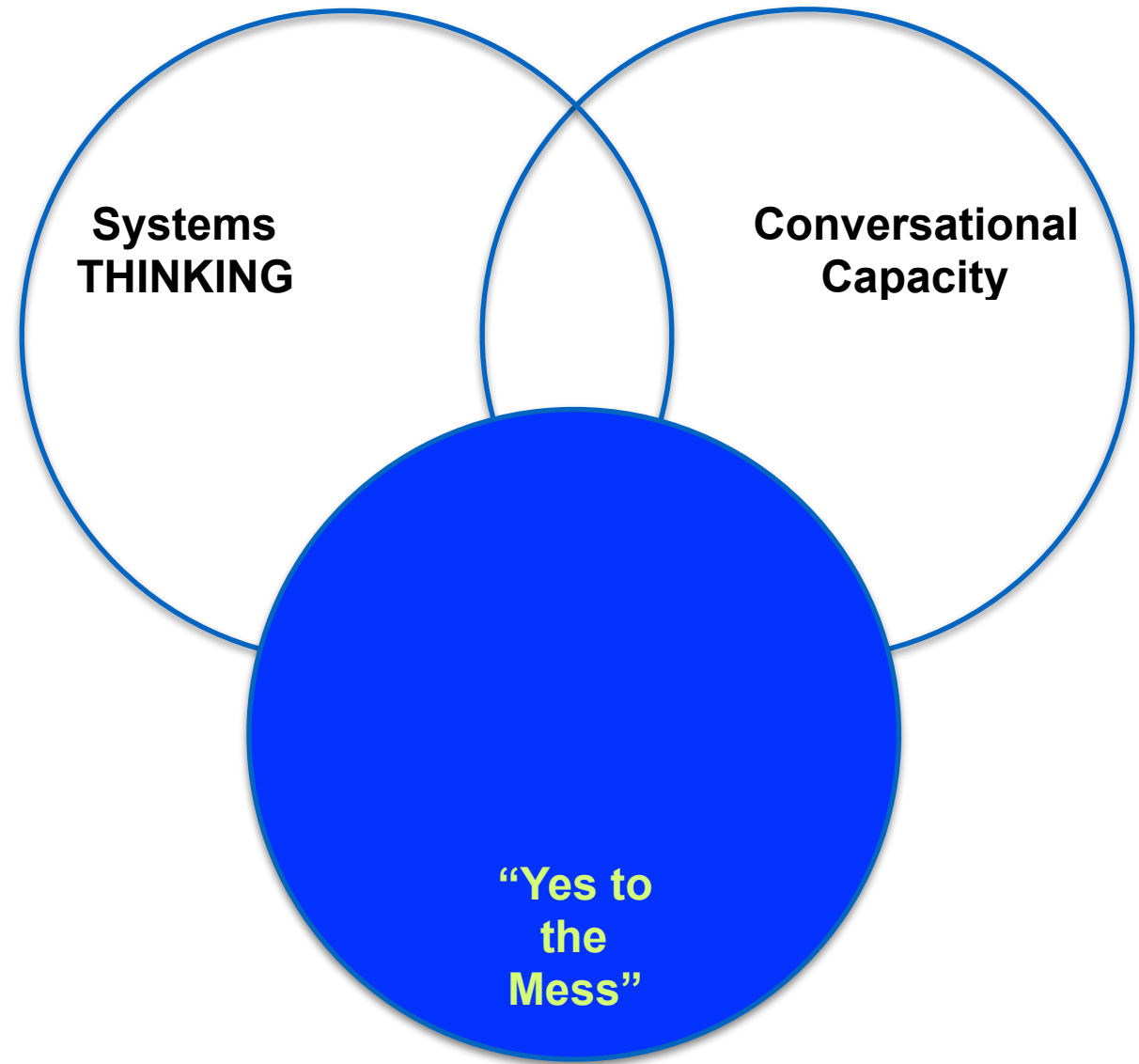


Conversational Capacity



Conversational Capacity is a **mindset** and **skills** that ensure **conversations** spend as much time in the **sweet spot** as possible!

“Yes to the Mess”



Affirmative Bias

We - working together - CAN make a difference.

Minimal Structure for Maximum Flexibility

A non-hierarchical and flexible meshwork's of organizations / groups

“Yes to the Mess”

Learn As You Go

The focus is on learning by doing. Try something. Keep what works. Improve what doesn't. Repeat.

Taking Turns Soloing & Supporting

No one's the leader all the time. Whoever needs to lead does; and others support.

“Yes to the Mess” is an **mindset** and family of **practices** that accelerate **improvisational** (agile) learning.



PURPOSE

Reduce child poverty by serving Cincinnati's families

Steering Committee with multi-sectoral representation

- Business
- Faith
- Education
- Non profits
- Providers

STRATEGY

Focused on building adaptive learning capacity of steering committee

Facilitated many **community conversations**...where the people are.

- Churches
- Schools
- Neighborhoods

Held **two summits**

1. Present findings
2. Present recommendations



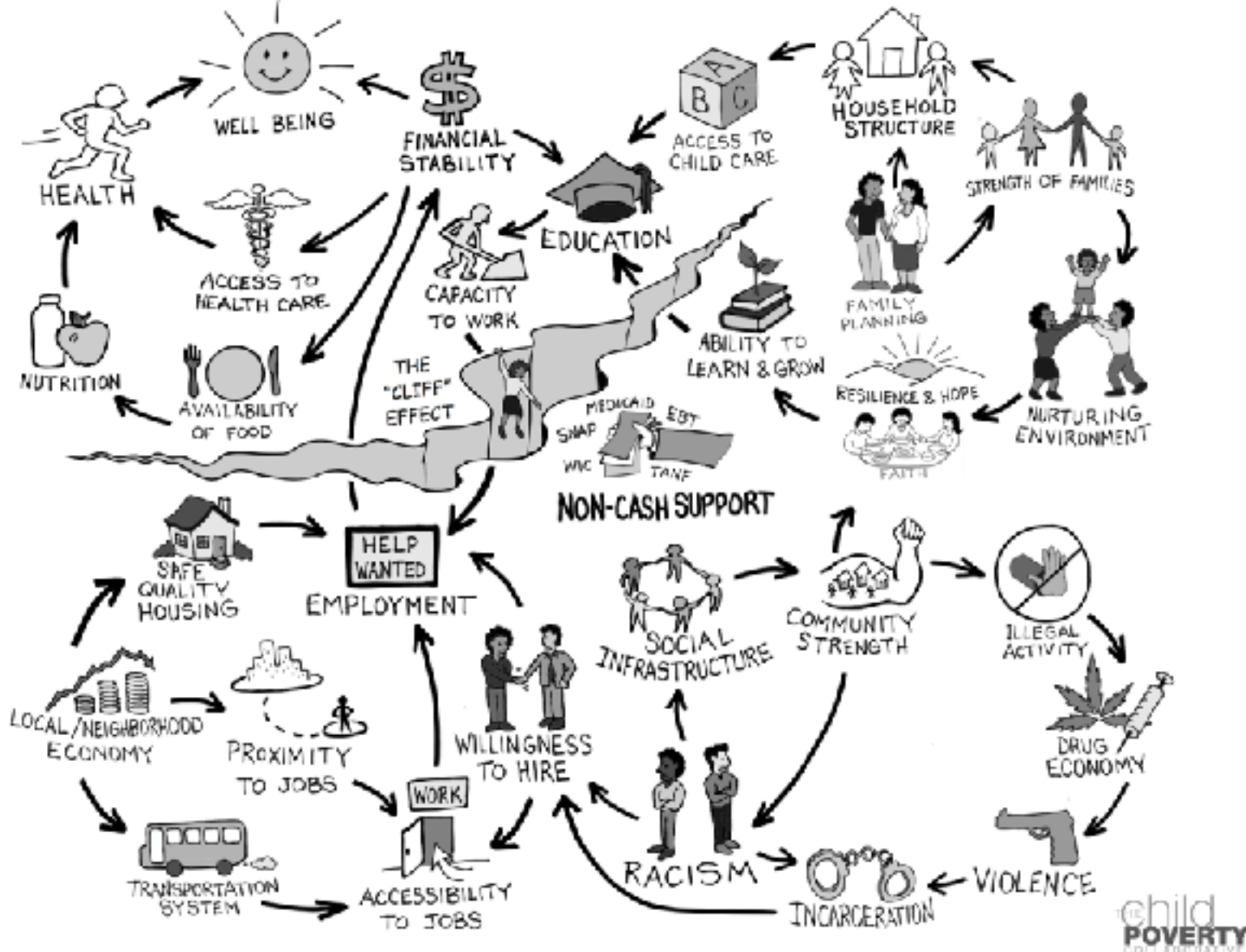
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SUMMIT

Tabletop conversations using a map showing the interrelationships between various issues within the city. Participants were able to see the issues they cared about...and understand their connection to others.



<http://www.childpovertycollaborative.org/community-summit-62516>

STRATEGY

Four streams of work are moving forward.

- Household needs
- Community Infrastructure
- Neighborhood Environments
- Community Capacity

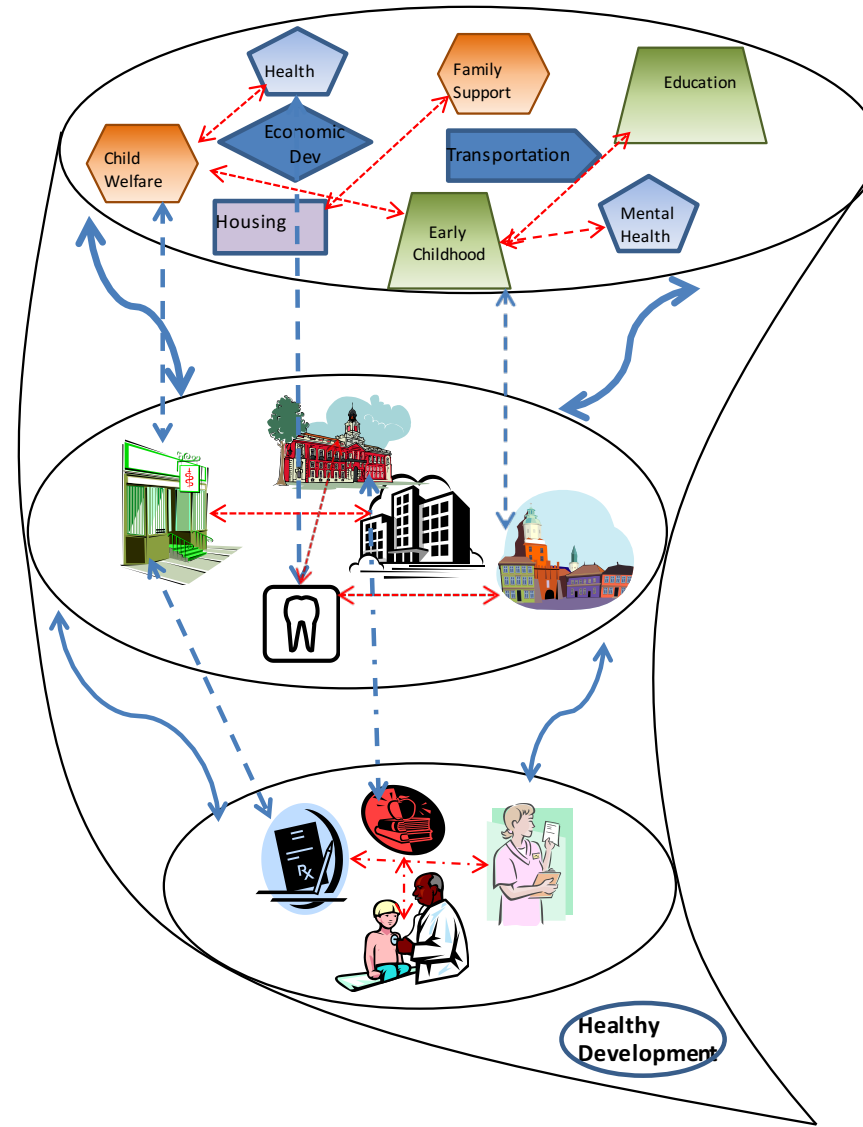
By working on these streams in parallel, Cincinnati will be able to address short and long term needs, ensuring that gains today won't evaporate in the future.



City/County Level
Policies &
Procedures

Community Level –
Organizations &
Agencies

Individual Level
Programs &
Services



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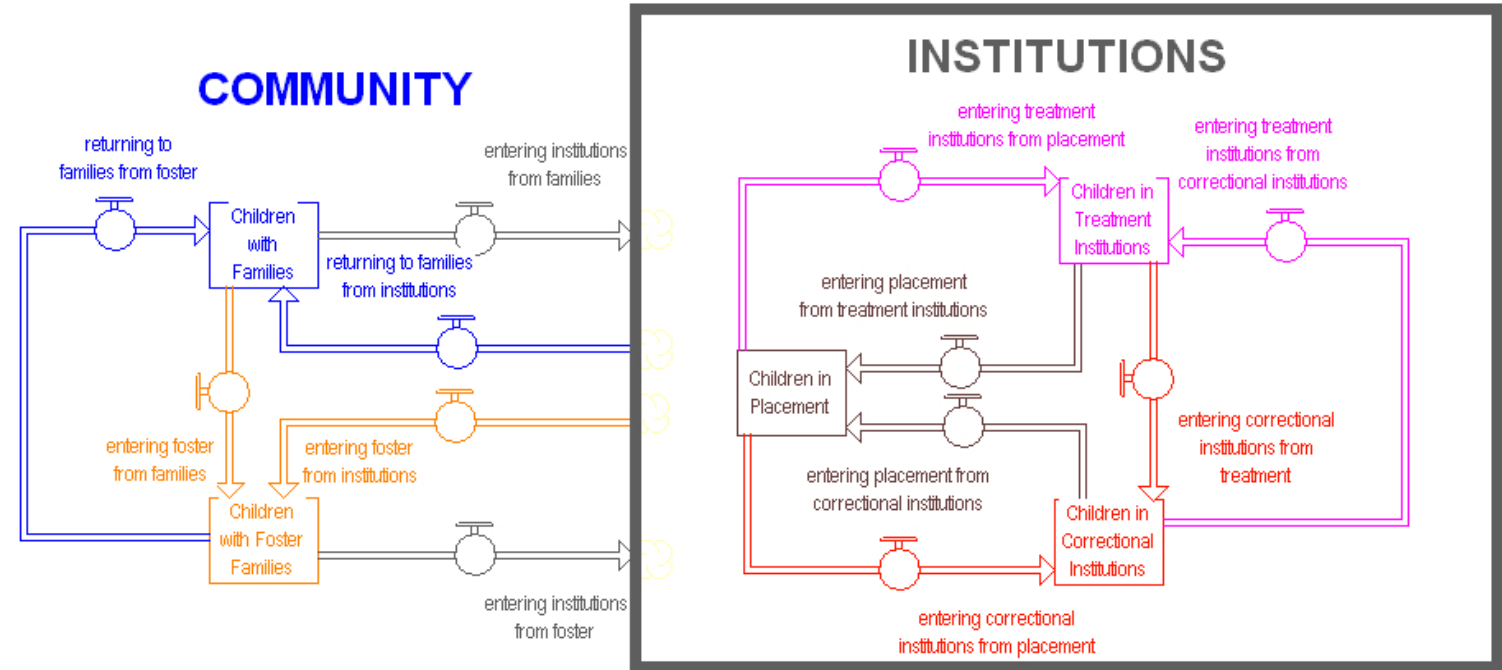
INTERAGENCY DIRECTORS TEAM

Assembled to improve the system of care in Georgia for children with developmental disabilities.

Stakeholder Groups

- Behavioral Health
- Public Health
- Foster Care
- Juvenile Justice
- Education
- Advocacy Groups

System makes coordination challenging,
focus is on kids in “my care”



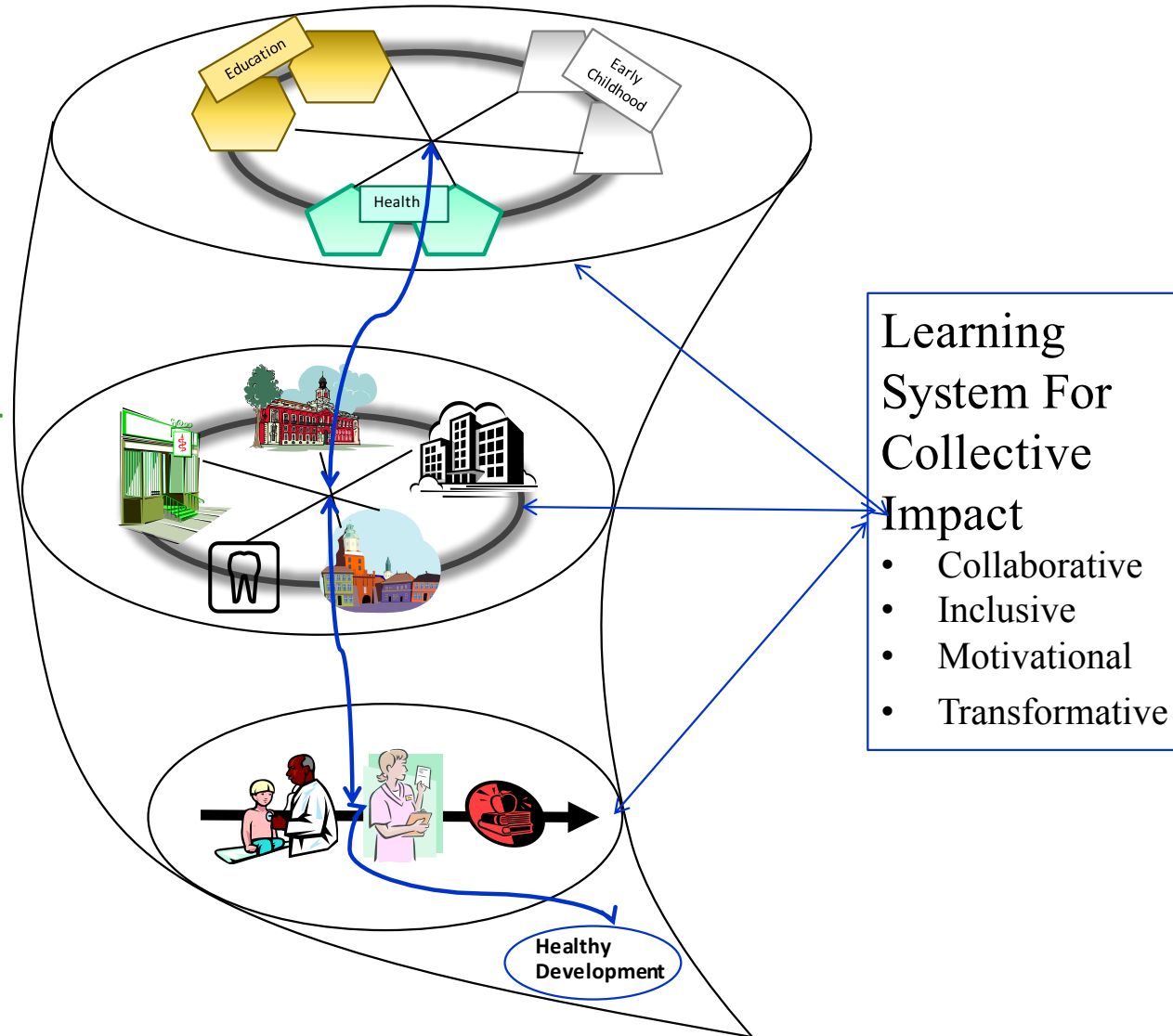
Working with the Georgia Health Policy Center, we developed the IDT's adaptive learning capacity as they created a vision and strategy to better serve Georgia's children.

Optimizing Human Development : 3 Levels of Complexity

City/County Level
Policies &
Procedures:
Aligned

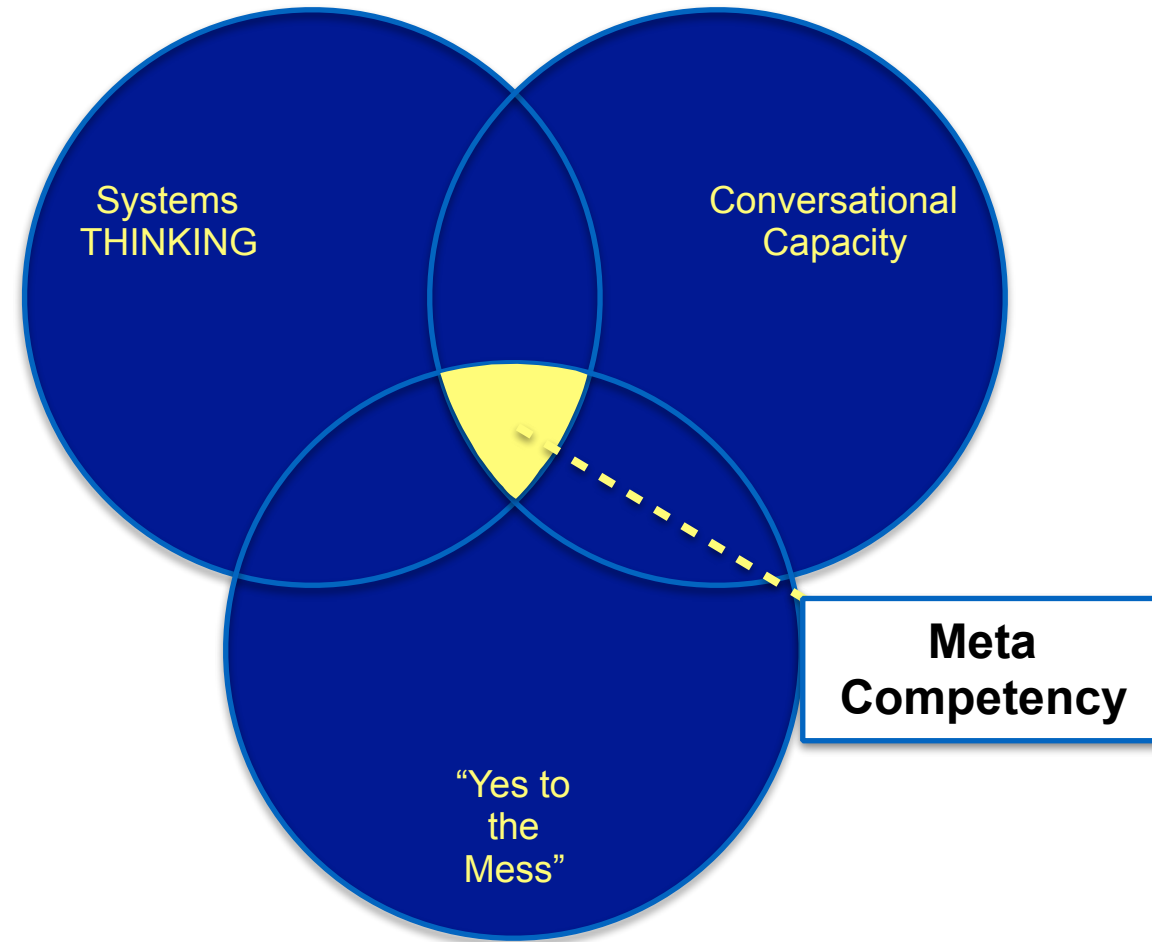
Community Level –
Organizations &
Agencies:
Networked

Individual Level
Programs &
Services :
Integrated
Pathway



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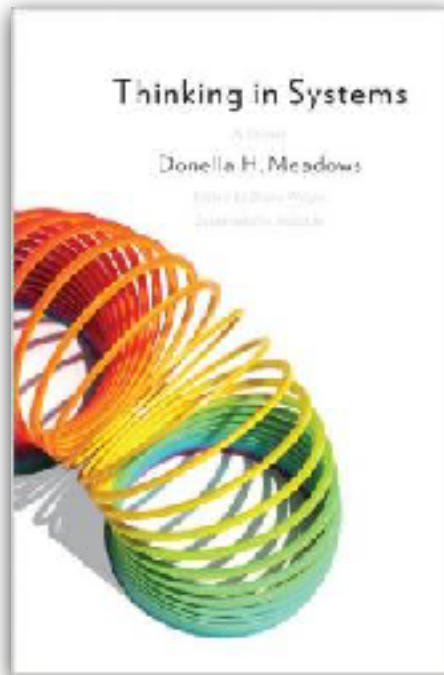
Frank Barrett

Harvard Business Review Press, 2012

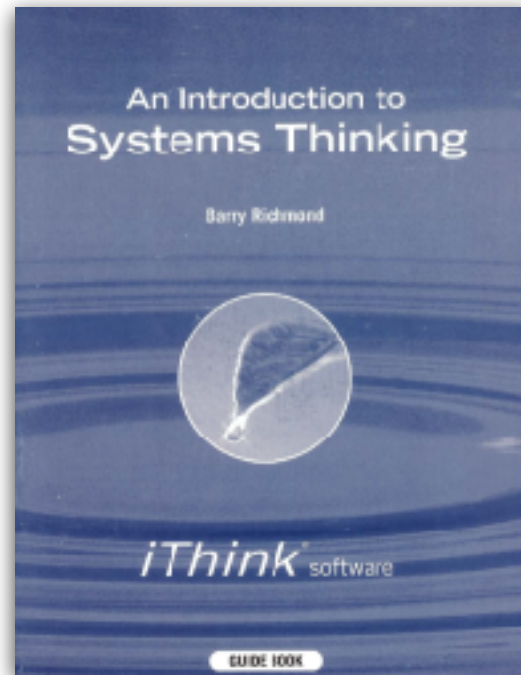


Craig Weber

McGraw-Hill, 2013



Thinking in Systems: A Primer
Author: Donella Meadows
Publisher: Chelsea Green
Publishing Company (2008)



An Introduction to Systems Thinking
with *iThink*
Author: Barry Richmond



Finding Leverage
Chris Soderquist
Producer: Banyan Communications
Sponsor: The National Association of
Chronic Disease Directors

<http://bit.ly/1YZHDqB>

Video + Other Resources

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findinghighleverage.com

Questions?



Upcoming Webinar

“Making Your Story Matter More: Positioning challenging social issues for maximum engagement”

Thursday, January 26 | 12:00 - 1:00 p.m. EST

Speakers: Jeff Sage and Lindsay Sage, Senior Strategists, sagecomm

Learn how to tell your complex story amongst the noise of the highly competitive charitable marketplace. Position your narrative to reach an audience that may be highly unengaged or defensive, and convert them into champions and energized actors for your cause. Join the principals of sagecomm to learn about best practices and lessons learned in positioning some of the most challenging social issues of the day - from poverty and literacy, to addictions and housing first.



Webinar registration link to be sent in our follow-up email
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CITIES REDUCING POVERTY | WHEN BUSINESS IS ENGAGED

HAMILTON, ON • APRIL 4-6, 2017

REGISTER NOW

3rd Annual Cities Reducing Poverty Summit: When Business Is Engaged
April 4-6, 2017 | Hamilton ON

Our third gathering of Cities Reducing Poverty members will build on our 2015 (Ottawa) and 2016 (Edmonton) events to expand the conversation by bringing business leaders together with communities and governments, over three days, to explore key roles that the private sector can play in poverty reduction.

Connect. Learn. Be Inspired. Build A Movement Together.

Registration and Event Info: <http://events.tamarackcommunity.ca/crp>

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Thank You!

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natasha@tamarackcommunity.ca