



TOOL | COMPENDIUM OF COLLECTIVE IMPACT RESOURCES PART TWO: LEADERSHIP, GOVERNANCE, AND BACKBONES

This is the second in the Collective Impact Compendium of Resources series that aims to offer a quick and easy reference for you to find key Collective Impact resources in one place. In this edition of the series, we have curated a list of papers, tools and resources which focus on the issues of leadership, governance and Collective Impact backbones.

USING THIS TOOL WILL HELP YOU:

- Build your capacity to understand the important elements of governing a Collective Impact initiative
- Identify key resources and questions to support effective Collective Impact governance
- Have access to practical tools, papers and resources which build capacity

OVERVIEW

Building an effective leadership team, both volunteers and staff, is critical to the successful implementation of a Collective Impact effort. Over time, members of the team will change and shift, but it is critical to start this work with influential champions who are committed to moving the common agenda forward. Developing a set of principles to guide the Collective Impact effort and a shared decision-making process are key. Also important is the development of a governance approach that is flexible

The 5 Conditions of Collective Impact

- 1 Common Agenda**
 - Common understanding of the problem
 - Shared vision for change
- 2 Shared Measurement**
 - Collecting data and measuring results
 - Focus on performance management
 - Shared accountability
- 3 Mutually Reinforcing Activities**
 - Differentiated approaches
 - Coordination through joint plan of action
- 4 Continuous Communication**
 - Consistent and open communication
 - Focus on building trust
- 5 Backbone Support**
 - Separate organization(s) with staff
 - Resources and skills to convene and coordinate participating organizations

Image via The Practical Playbook

and dynamic as the Collective Impact effort shifts and changes over time. Enjoy exploring the lists below to help guide you in your journey as you take on building and governing a leadership team using Collective Impact.

LEADERSHIP

Collective Impact efforts should be designed to move the needle on a complex community challenge or dilemma. Rather than focusing on programmatic solutions, these efforts are more successful when they target systems and policy level change. In the initial article written by John Kania and Mark Kramer on Collective Impact, the authors identified the importance of engaging influential champions around the leadership table.

Influential champions are key, especially when they leverage their spheres of influence to drive change forward. The following resources provide useful advice in engaging and supporting influential champions.

- Stanford Social Innovation Review: Paper: Collective Impact - https://ssir.org/articles/entry/collective_impact
- Leadership Learning Centre: Paper: Leadership and Collective Impact - <http://www.racialequitytools.org/resourcefiles/LeadershipandCollectiveImpact.pdf>
- Collective Impact Forum: Video: How Systems Leadership Applies to Collective Impact – Part 1 Video with John Kania - <https://www.youtube.com/watch?v=vzhpSTyMfWI>
- MaRS: Video: Harnessing the Power of Self-Interest in Collective Impact – Video with Tonya Surman, Centre for Social Innovation - <https://www.youtube.com/watch?v=aRqAKOpZjFg>
- Stanford Social Innovation Review: Paper - The Dawn of System Leadership - https://ssir.org/articles/entry/the_dawn_of_system_leadership
- FSG: Paper - The Water of Systems Change - https://www.fsg.org/publications/water_of_systems_change
- FSG: Tool - The Water of Systems Change Action Learning Exercise - <https://www.fsg.org/tools-and-resources/water-systems-change-action-learning-exercise>
- Strive Together: Paper - Servant Leadership: A Core Competency to Achieve Collective Impact - <https://www.strivetogether.org/library/servant-leadership-a-core-competency-to-achieve-collective-impact/>
- Tamarack Institute: Paper: Making Sense of the Multiple Faces of Leadership - <http://www.tamarackcommunity.ca/library/making-sense-of-the-multiple-faces-of-leadership>

GOVERNANCE

While there are many different styles and approaches to governance, many Collective Impact efforts have used and modified the Constellation Model of Governance popularized by the Centre for Social Impact in Canada. Other Collective Impact efforts have utilized a network system of governance. The following resources provide useful approaches when considering a collaborative governance approach.

- Tamarack Institute: Web Post - Governance and Collective Impact - <http://www.tamarackcommunity.ca/latest/governance-and-collective-impact>
- Collective Impact Forum: Paper - When Collective Impact has an Impact - <https://www.collectiveimpactforum.org/key-topics/governance>
- Opportunity Child: Web Post - Collective Impact Governance: Navigating the Pitfalls - <https://opportunitychild.com.au/collective-impact-governance-navigating-the-pitfalls/>
- Bridgespan: Resource - Needle-Moving Collective Impact Guide: Capacity and Structure - <https://www.bridgespan.org/insights/library/children-youth-and-families/needle-moving-collective-impact-three-guides/guide-capacity-and-structure>
- Tamarack Institute: Paper - Collective Impact 3.0 - <http://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change>
- Tamarack Institute: Paper – Creating Containers and Codesign: Transforming Collaboration - <https://cdn2.hubspot.net/hubfs/316071/Resources/Publications/2018%20CCF%20Paper%20Creating%20Containers%20and%20Co-Design%20Paper%20Liz%20Weaver.pdf>
- Centre for Social Innovation: Paper - The Constellation Model of Governance - <https://socialinnovation.org/constellation-governance-model/>
- National Good Food Centre: Webinar - #CommunityFood: Collective Impact through Network and System Leadership - <http://ngfn.org/resources/ngfn-cluster-calls/communityfood-collective-impact-through-network-and-systems-leadership>
- Tamarack Institute: Paper - A Practical Guide to Consensus-based Decision Making - <http://www.tamarackcommunity.ca/latest/a-practical-guide-for-consensus-based-decision-making>
- Collective Impact Forum: Resource - Building a Leadership Council - <https://collectiveimpactforum.org/resources/building-leadership-council>
- Collective Impact Forum: Resource - Collective Impact Principles of Practice: <https://collectiveimpactforum.org/resources/collective-impact-principles-practice>

BACKBONES IN COLLECTIVE IMPACT

One of the five conditions of a Collective Impact approach is the resourcing of a backbone team. In some Collective Impact efforts, the backbone team consists only of staff assigned to coordinate the work. Other Collective Impact efforts consider the backbone team to include both the staff and the core leadership table, thereby broadening the human resources team. Determining the core roles and functions of the backbone are critical for impactful Collective Impact efforts. The following resources provide a grounding for establishing a backbone team.

- Stanford Social Innovation Review: Paper - Channeling Change: Making Collective Impact Work - https://ssir.org/articles/entry/channeling_change_making_collective_impact_work
- Collective Impact Forum: Resource - Backbone Starter Guide - <https://collectiveimpactforum.org/sites/default/files/Backbone%20Starter%20Guide.pdf>
- Collective Impact Forum: Resource - Tools for Backbones - <https://collectiveimpactforum.org/resources/tools-backbones>
- Collective Impact Forum: Paper - The Value of Backbone Organizations in Collective Impact - <https://collectiveimpactforum.org/resources/value-backbone-organizations-collective-impact>
- Tamarack Institute: Web Post – Collective Impact Backbones: Different Approaches - <http://www.tamarackcommunity.ca/latest/collective-impact-backbones-different-approaches-and-lots-of-complexity>
- Health Nexus: Resource - Five Ways that Backbone Organizations can Support Collective Impact - <https://en.healthnexus.ca/news/5-ways-backbone-organizations-can-support-collective-impact>
- Edmonton Chamber of Voluntary Organizations: Resource - Backbone Supports - <http://ecvo.ca/wordpress/wp-content/uploads/2015/07/Accelerating-Impact-Backbone-Final.pdf>
- Corridors of College Success Series: Paper - Establishing a Backbone: An Underexplored Facet of Collective Impact Efforts - <http://ccrc.tc.columbia.edu/media/k2/attachments/establishing-backbone-collective-impact.pdf>
- Tamarack Institute: Web Resource – Backbone Structures: PROS and CONS - <https://www.communitycentressa.asn.au/documents/item/808>

A FINAL NOTE:

This Compendium of Collective Impact resources was developed by the Tamarack Institute team. It is a starting point for emerging and existing Collective Impact leaders. If you have a tool or a resource that has been helpful to your Collective Impact work, contact us at tamarack@tamarackcommunity.ca and we will include that tool in future iterations of this Compendium of resources.

LEARN MORE:

Be sure to access another Compendium of Collective Impact resources in the first installment of this series:

- [Compendium of Collective Impact Resources: The Five Phases](#)

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The logo for Canada, featuring the word "Canada" in a serif font with a small Canadian flag icon above the letter "a".

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