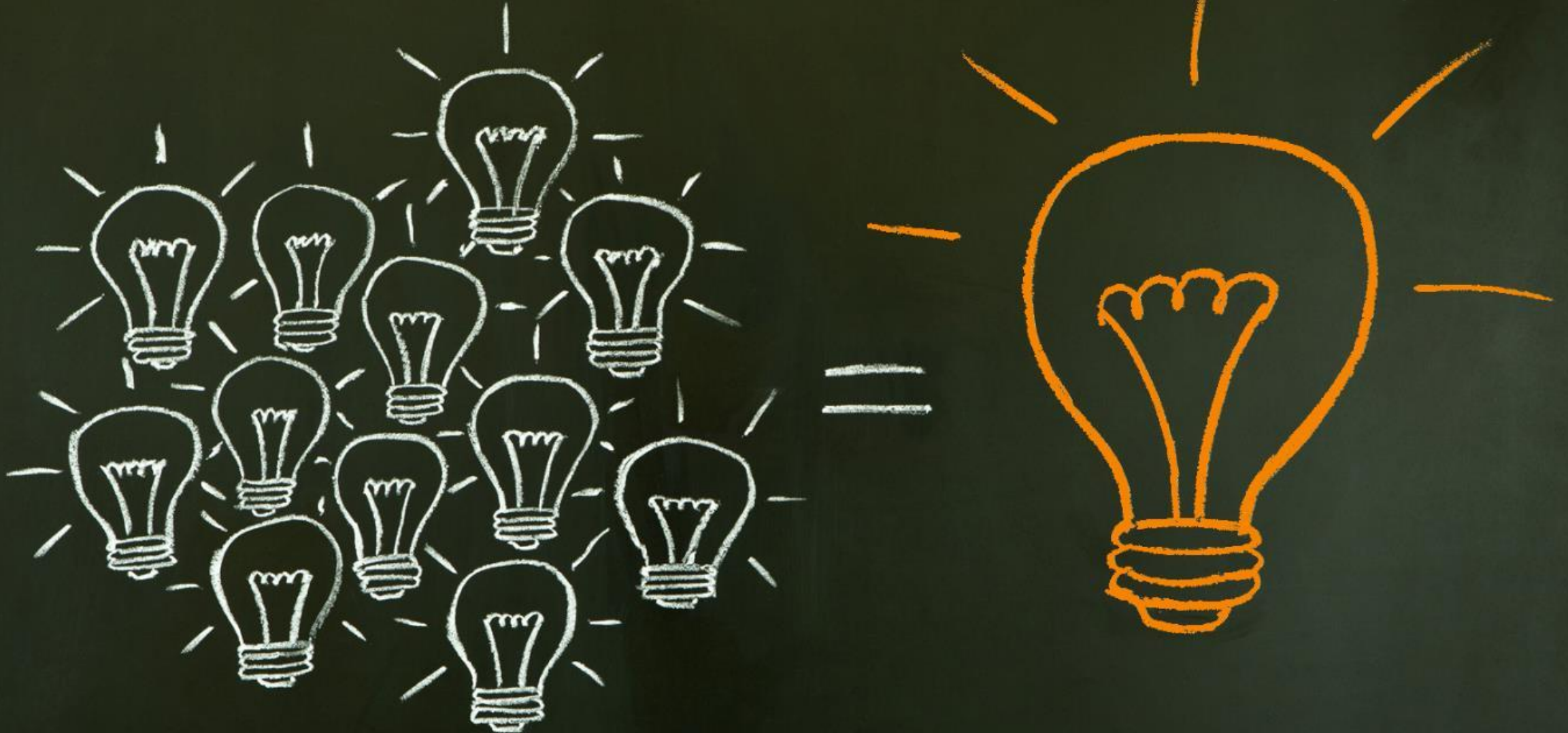


OTF & TAMARACK WEBINAR

Transformative Action Webinar – Problem Identification



Technical Considerations

Audio Options:

- VoIP: You may choose to connect your audio using your computer's speakers. A headset is recommended.
- Phone: You may choose to call in using your telephone by calling +1 (647) 497-9368 in Canada and +1 (213) 929-4221 in the United States and enter access code 797-784-885
- Enter the unique audio pin you see in the audio tab of your GoToWebinar control panel to connect to audio.

Tech Support: Use Question Box in your GoTo Webinar control panel or email Duncan@tamarackcommunity.ca

Twitter: For those of you who like to tweet your thoughts as you learn use #CollectiveImpact

Questions? Please use the Question Box to ask your questions.

Share your thoughts online



@Tamarack_Inst

@ONTrillium

TRANSFORMATIVE ACTION: Problem Identification



January 25, 2018

WHO WE ARE, WHAT WE DO



- An agency of the Government of Ontario
- One of Canada's leading grantmaking foundations
- With a budget of over \$136 million, OTF awards grants to some 1,000 projects every year
- Leading public agency and partner in the public benefit sector

WHAT DO WE FUND?

Our Action Areas define what we mean by healthy and vibrant communities. They are our vision and what we aspire to achieve through our investments.



**Fostering
more active
lifestyles**



**Building
inclusive and
engaged
communities
together**



**Encouraging
people to
support a
healthy and
sustainable
environment**



**Enriching
people's lives
through arts,
culture and
heritage**



**Supporting
the positive
development
of children
and youth**



**Enhancing
people's
economic
wellbeing**

WHERE TO START? HOW TO CONTACT OTF?

- Visit the 'What we Fund' page of www.otf.ca
- Contact the OTF Support Centre at 416.963.4927 / 1.800.263.2887 (Toll-free) and email: otf@otf.ca

TODAY'S SPEAKER

Liz Weaver

Co-CEO

Tamarack Institute

liz@tamarackcommunity.ca

(519) 647-2963

www.tamarackcommunity.ca



Webinar Overview



- Explore how collaboratives define and scope the problem they are wanting to address
- Introduce two tools to assist in building consensus on the problem
- Dialogue on questions and insights regarding the definition of the shared problem (or opportunity)

Problem Identification



What are your questions about problem identification?

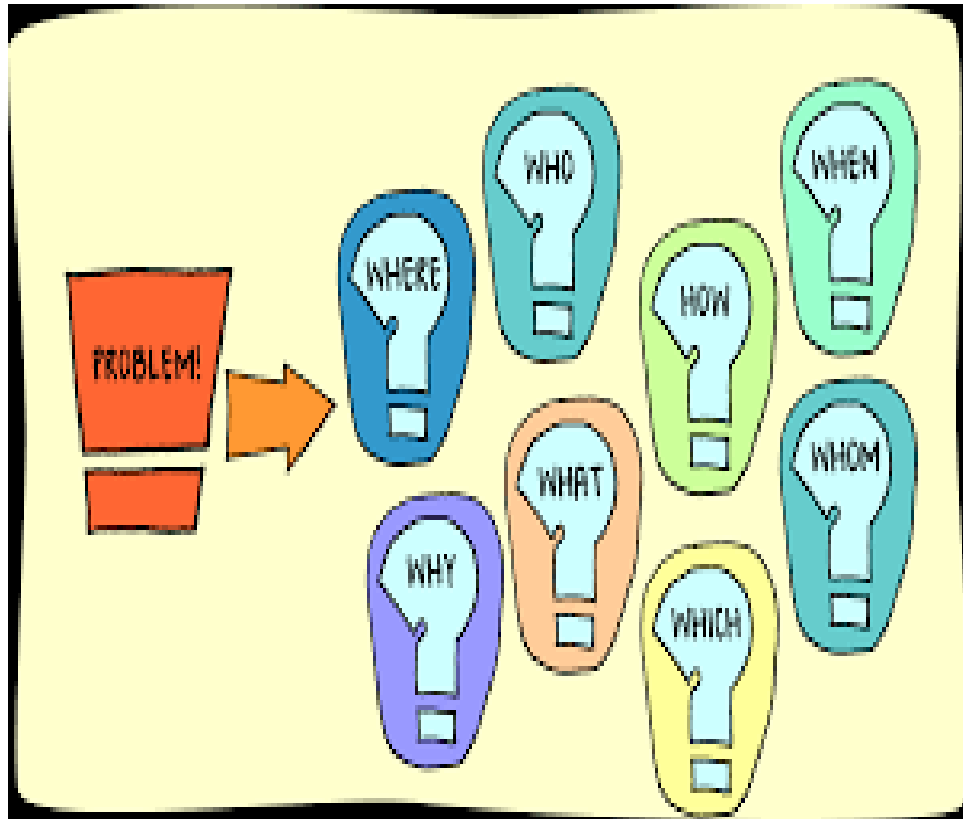
Poll Time

What is your biggest challenge in identifying the problem/issue you want to address collaboratively?

1. Determining the geographic scope of our work
2. The issue is complex. Where do we start?
3. Deciding how best to frame our issue
4. Articulating a systems change focus
5. Engaging a broad range and diversity of community partners
6. Other

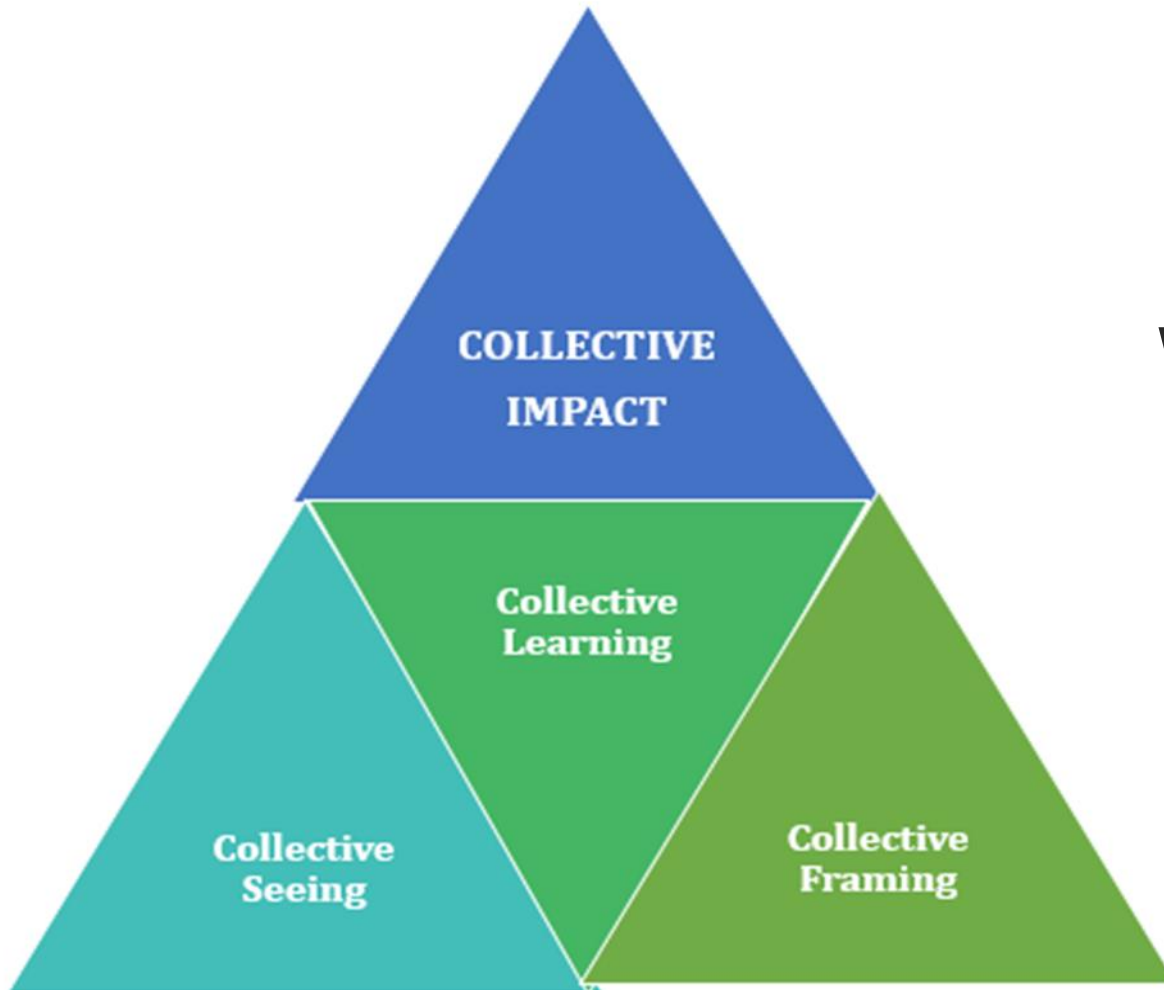


Understanding Community Problems



- Communities, like people, have problems that they would like to solve.
- Community problems are often difficult to clearly analyze or solve
- However, problem analysis :
 - Enables it to be dealt with more effectively
 - Avoids wasting time & money

Collective Sense-Making: How Problem Definition Begins



Whose “eyes should be on the problem” but currently aren’t?

Criteria For Defining A Community Problem



- **Frequency:** How often does the problem occur?
- **Duration:** How long has the problem been going on?
- **Scope or Range:** How many people does the problem affect?
- **Severity:** How intense is the impact of the problem?
- **Equity:** The problem deprives some people of their rights.
- **Perception:** The issue is perceived as a problem.

Why Analyze A Community Problem?



- To better identify what the problem or issue is
- To understand the heart of the problem
- To determine the barriers to & resources for addressing the problem
- To develop the best action plan for addressing the problem

9 Steps For Analyzing A Community Problem



Source: Community Tool-Box,
University of Kansas

1. Explain the choice of the problem (use the criteria)
2. Name the problem without blame or implying a solution
3. Identify whose behavior and/or what factors would need to change for the problem to begin being solved
4. Analyze the root causes of the problem – Ask: But why? many times
5. Identify restraining and driving forces affecting the problem
6. Identify relationships between your problem and others in the community
7. Identify personal factors (e.g. beliefs, skills, culture etc.) that may contribute to the problem
8. Identify environmental factors affecting the problem (e.g. availability or accessibility of services)
9. Identify possible change-agents for addressing the problem

Framing & Reframing



“Frames are the mental structures that shape the way we view the world...To change our frame is to change all of this. Reframing is social change.”

- From: *Don't Think of an Elephant* by George Lakoff

The Horns of Dilemma



- Reframe “**either/or**” debates as “**yes/and**” dilemmas
- The task then becomes finding solutions that **recognize** – and try to **reconcile** –both perspectives
- Creativity and innovation are generated when paradox is recognized and refocused on **reconciling the dilemma**

“Out beyond ideas of wrong-doing and right-doing there is a field. I'll meet you there.”

Wicked Questions Reconcile Dilemmas



Wicked questions...

- Have **no obvious answer**
- Contain the **embedded assumption** we hold about a situation or issue
- **Contain a tension** (the horns of the dilemma) that demands an integrated response
- Are best **posed as a paradox** that encourages the reconciliation of opposites – both framed positively

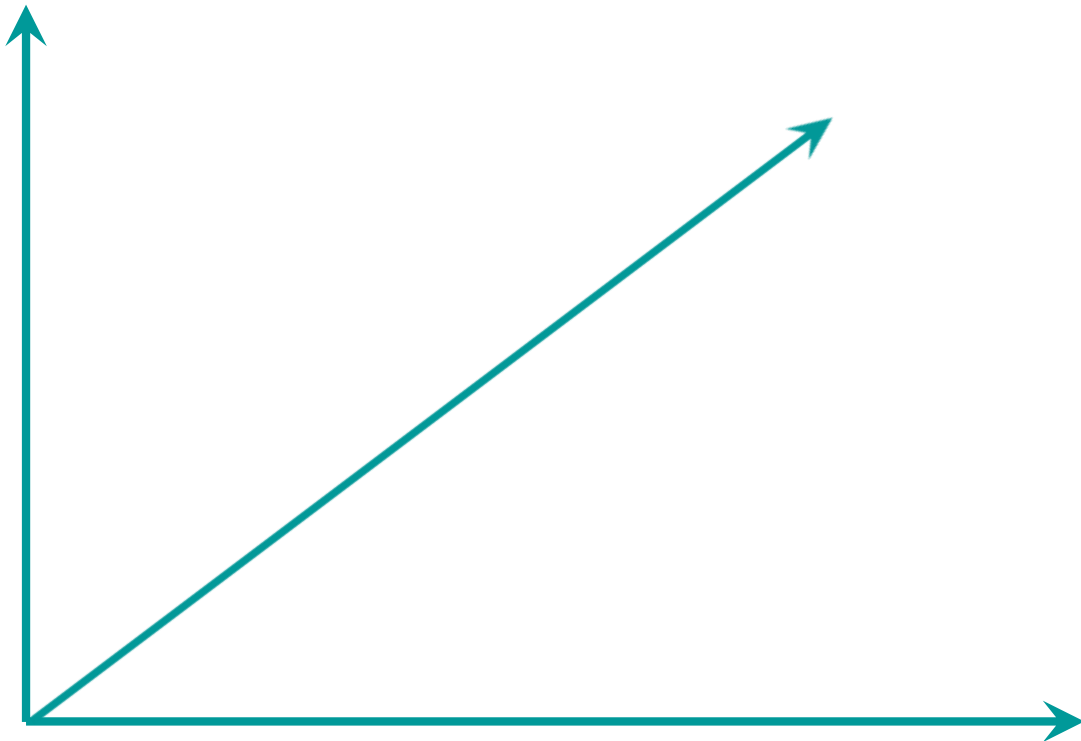
Working With The Horns Of A Dilemma: Some Tips



- Consider each “horn” as an attractor – a **“good”** versus a **“good”**
- Resolution comes not from compromise, but from **digging deeper** – thinking differently – to find a path that reconciles the **value of both horns.**

Wicked Question: An Example

**Ontario's agriculture
sector is supported
and viable**



Wicked Question

How can our agricultural sector be supported and viable while ensuring biodiversity conservation/recovery in Ontario?

**Ontario's biodiversity
conservation/recovery is
ensured**

The Power Of Framing: Forum For Youth Investment

Problem Free Isn't Fully Prepared...

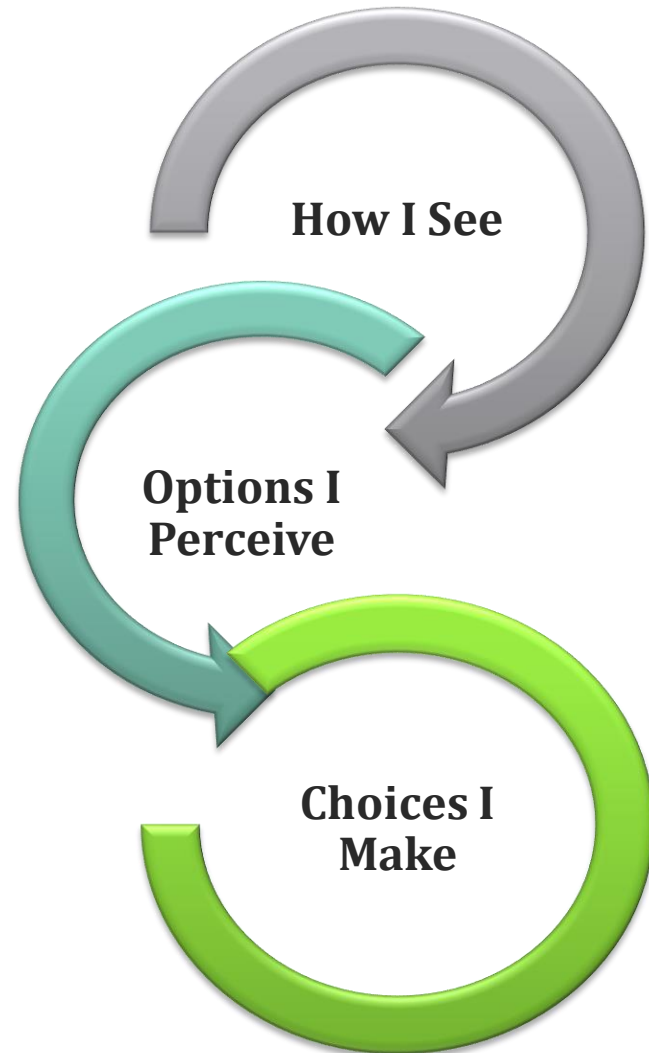


The Power Of Framing: *Ready* Children & Youth



Only 4 in 10 young people are doing well when doing well is defined across these three areas.

How I See + Options I Perceive = Choices



"We cannot solve our problems with the same thinking we used when we created them."

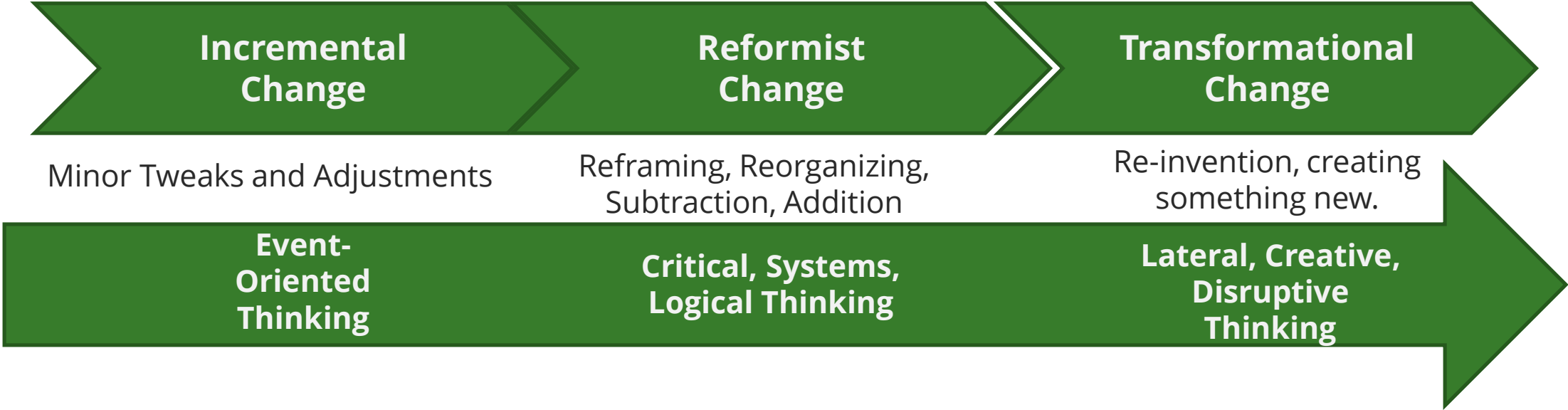
- Albert Einstein

Types Of Problems, Degrees Of Change, Thinking Implications



Adapted from Brenda Zimmerman

<p>SIMPLE LIKE BAKING A CAKE</p>	<p>COMPLICATED LIKE MAKING A ROCKET</p>	<p>COMPLEX LIKE RAISING A CHILD</p>
<p>Easy to do. Re-creating the proven. Low Risk of Failure Can do it myself.</p>	<p>Difficult to do. Improving what works. Risks are many & managed The right team can do it.</p>	<p>What to do? Influencing the outcome. Risk not easily Managed The Village is needed</p>
<p>KNOWN (Easy)</p>	<p>KNOWABLE (Specialized, Hard)</p>	<p>UNKNOWABLE (No "Right Answer")</p>



Framing Your Issue As A Community Aspiration



- Requires outcomes that are based on community values
- Outcomes that are sufficiently ambitious that they cannot be realized through business as usual.
- A solid community aspiration is like creating a “big tent” under which a wide range of participants can pursue the interdependent challenges that are at the root of tough issues.

Tools For Problem Identification



Practical Tools for Identifying
Your Problem or Issue

Problem Identification: Scoping Our Work

	In	Out
Beneficiaries or targets <i>for which beneficiaries...</i> <ul style="list-style-type: none">• Population (e.g. age, gender, socio-economic status)		
Geography <ul style="list-style-type: none">• Toronto? Ontario? Canada?		
Timeline <ul style="list-style-type: none">• 5 years? 10 years?		
Activities and Outcomes <ul style="list-style-type: none">• Direct service? Advocacy?• Policy change? Population health outcomes?		
Our Intended Impact (draft)		

Use this tool to confirm consensus regarding what is IN and what is OUT of your collaborative's work:

1. Invite participants to use post-it notes to identify things that they know for sure are either in or out of their current scope of work
2. Use a different color of post-in note to identify potential boundaries that are still being questioned
3. Review the aspects of your scope that still remain unclear, and generate a list of questions or potential information and data sources that could help you confirm these aspects
4. Brainstorm potential sources for the missing information and/or data
5. Generate a to-do list of what data or information needs to be collected, who will do it, and by when

Problem Identification: Building A Common Agenda

- Defines the challenge to be addressed
- Acknowledges that a collective approach is required
- Establishes clear and shared goal(s) for change
- Identifies principles to guide joint work together



Problem Identification: Building A Common Agenda

Prior History	Positive or Negative Impact
Pressing Issue	Galvanize leaders across sectors
Data	Determine what you need to understand impact of the issue on community
Community Context	Is there community buy in? Determine community leverage opportunities
Core Group	Determine who needs to be involved in core group
Convener	Trusted leadership to facilitate collaborative efforts
Community Engagement	Determine how to engage the broader community in the effort

Problem Identification: The Common Agenda Framework

Strategies		Assumptions
	5	6
Influential Factors	Problem/Issue/Opportunity	Desired results (outputs, outcomes and impact)
	Community needs/assets	
4	1	3
	2	

QUESTIONS FROM THE AUDIENCE

Have a question for the speaker?

Type your question into the question box on your control panel.





COLLECTIVE IMPACT 3.0

February 28 – March 2, 2018
Edmonton, AB

Collective Impact 3.0 is a three-day intensive workshop for practitioners in early stage, mid stage and later stage community change work. The workshop will explore the latest in the practice of collective impact from experts, practitioners and early adopters of the work.

Registration and Event Info:

<http://events.tamarackcommunity.ca/ci-3.0>



EVALUATION MASTERCLASS

Principles-Focused Design & Evaluation for Community

Join evaluation pioneer Michael Quinn Patton and experienced community organizer Cabaj in a one day masterclass that explores the principles-focused evaluation approach and demonstrates its relevance and application in a range of settings.

Changemakers

Toronto, ON - March 12

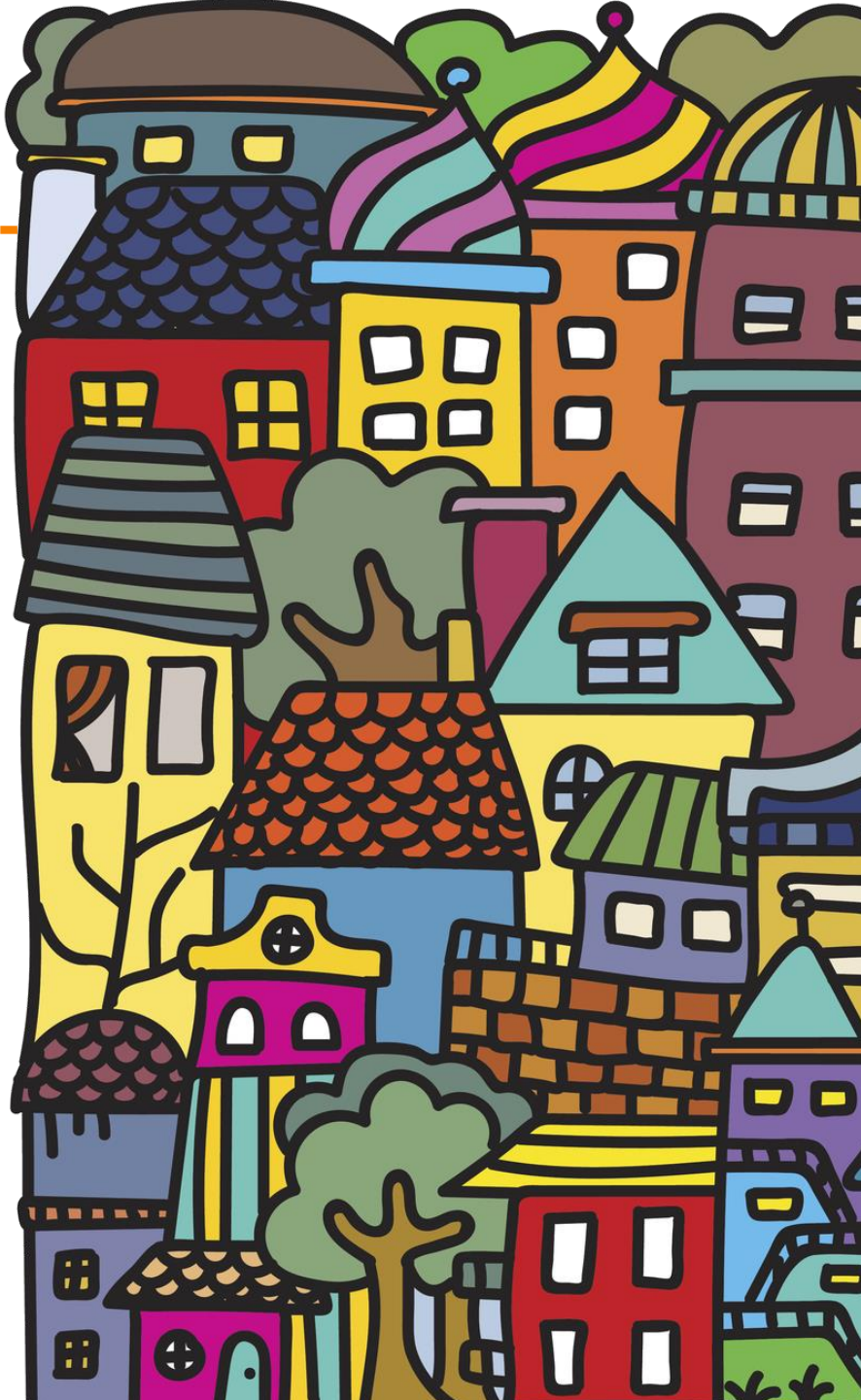
Regina, SK - March 14

Calgary, AB - March 15

Vancouver, BC - March 16

Registration and Event Info:

<http://events.tamarackcommunity.ca/evaluation-masterclass>



ASSET-BASED COMMUNITY DEVELOPMENT: For Healthy Neighbourhoods

April 17-19, 2018
Kitchener, ON

This workshop is an opportunity to learn the fundamentals of Asset-Based Community Development with a focus on Neighbourhood Development and Community Health. Join us in Kitchener, Ontario for a rare opportunity to learn from Cormac Russell and John McKnight, two of the world's top trainers in Asset-Based Community Development (ABCD), for their first time together in Canada.

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

Please take a minute to complete the Webinar Experience Survey

Transformative Action Webinar:
<https://www.surveymonkey.com/r/TransformativeAction>



THANK YOU
MERCI

