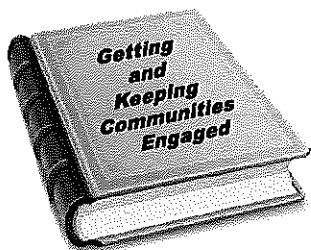


### The Power of Your Story:

Chapters from the book



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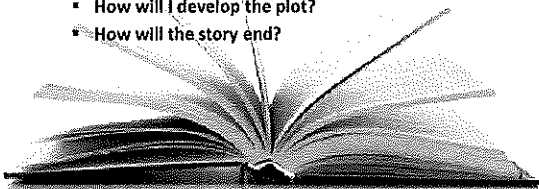
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### Outlining the Book

**Key question:** How do I engage multi-sector groups AND keep them engaged?

- Who is writing the story?
- Who are the characters going to be?
- What is the story structure?
- How will I develop the plot?
- How will the story end?



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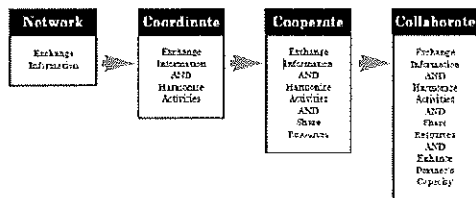
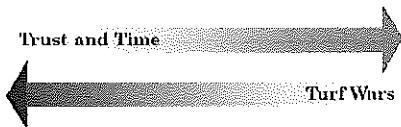
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Trust and Time



Based on concepts from AT Kearney's 'Collaboration for a Competitive Advantage' report, 2006, and 'Collaboration Power' book, 2007, developed by Lawrence Sussman and Eric Fassin

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### End of the Story: Collaborative Success

- Shared vision and agenda - *finding the common denominator*
- Effective leadership and governance - *keeping decision makers at the table*
- Alignment of resources toward what works - *using data to continually adapt*
- Dedicated staff capacity and appropriate structure - *linking talk to action*
- Sufficient funding - *targeted investments to support what works*

Source: Needle-Moving Community Collaboratives (Jolin, Schmitz & Seldon)

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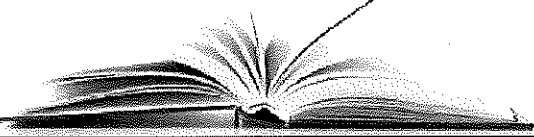
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### Chapter 1: Start-up Stage

- Unbridled energy to a problem/issue
- Some: champions  
funding
- Steep learning curve
- Quick easy wins!
- Similar to early childhood stage of life



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### Start-up Tasks

1. **Characters:** *Identify champions and key partners and begin to engage them*
2. **Structure:** *Develop organizational structure-norms, roles & responsibilities, decision making process*
3. **Plot:** *Develop action plan and begin to implement*

See Handout #1



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**Characters: Benefits of Engaging Partners**

- Better outcomes
- Greater awareness
- Sustainability



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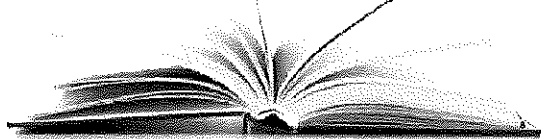
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**Characters: Who will engage?**

- Desire a relationship and personal growth → trust, less silo work
- Want to make an impact → belief in "cause"
- Understand commitment and have resources to commit → time, skill set



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**Characters: Identify Champions & Key Partners**

**Identify Champions** - *Who is already at the table?*

**Identify multi-sector key partners** -

*Who needs to be at the table?*

*What contribution do you need?*

Expertise - Support - Influence  
Implementers - Diverse perspective



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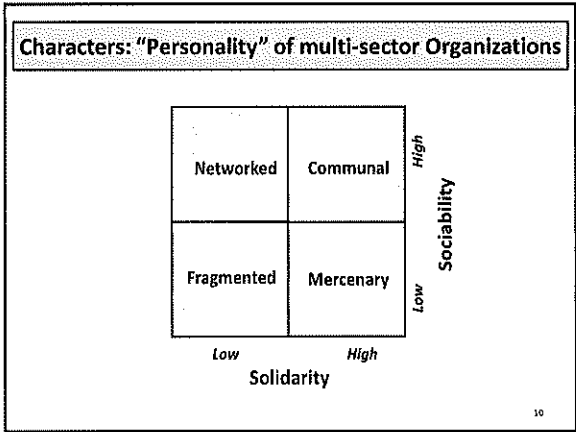
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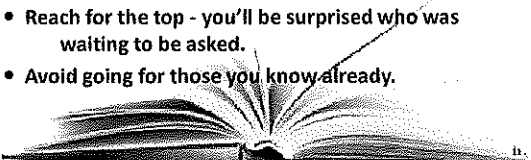
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**Characters: Tips for Identification of Key Partners**

- Think strategically and politically (e.g., School Wellness Policy).
- Ask those within organization/business to identify key players.
- Don't avoid those who might challenge the status quo.
- Once identified - step back to make sure you have the perspectives and diversity you need.
- Reach for the top - you'll be surprised who was waiting to be asked.
- Avoid going for those you know already.



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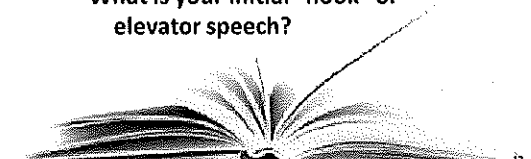
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**Characters: Develop plan to Engage Partners**

- Who makes the contact?
- How do you want to engage them?  
1-on-1, survey, group meeting
- What is the timeline to engage?
- What is your initial "hook" or elevator speech?



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**Characters: Tips for Engaging Partners**

- Begin to hear their story
- Identify what skills and talents they bring
- Be clear about your agenda
- Set expectations early (e.g., time commitment)

**Hint:**  
Do not  
mention  
policy!

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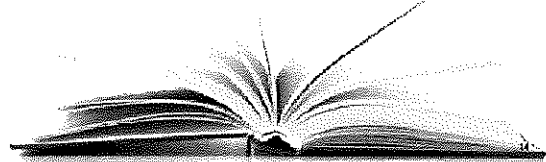
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**Structure: Organizational Structure**

- Role(s) of the Collaborative
- Norms- partnership principles, decision making, conflict resolution
- Roles & responsibilities- leadership



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**Structure: Role of the Collaborative**

- Convener
- Catalyst
- Advocate/Champion
- Capacity builder
- Innovator

See Handout #2



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**Structure: Norms**

**Title:** Partnership Principles for building a movement focused on childhood obesity prevention

**Values Statement:** We value each other's expertise, experience, and voice and believe that together, we can achieve more.

**See Handout #3**

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**Structure: Decision Making**

Guiding the Decision Making	Opportunities for Issues	Opportunities for Solutions
<ul style="list-style-type: none"> <li>Establish a clear decision-making process and timeline. Be explicit about the decision-making process, including who is involved, what information is needed, and how decisions will be made.</li> <li>Communicate and listen. Use multiple channels and methods to gather input and feedback.</li> <li>Establish a clear decision-making process and timeline. Be explicit about the decision-making process, including who is involved, what information is needed, and how decisions will be made.</li> </ul>	<ul style="list-style-type: none"> <li>Involve LAC and LW Communities in all aspects of the process, and clearly state how the input will be used, and will contribute to the outcomes of decisions.</li> <li>Communication Methods: Use SAC, surveys, and publicly or privately, by phone, in person, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions: Share information and resources that support LAC, LW Communities, LW Communities and the broader efforts to address childhood obesity.</li> <li>Communication Methods: Email, website, quarterly meeting</li> </ul>
<ul style="list-style-type: none"> <li>Establish a clear decision-making process and timeline. Be explicit about the decision-making process, including who is involved, what information is needed, and how decisions will be made.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions: Listen to all voices and ensure that all voices are heard.</li> <li>Communication: Encourage all voices to be heard.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions: Listen to all voices and ensure that all voices are heard.</li> <li>Communication: Encourage all voices to be heard.</li> </ul>
<ul style="list-style-type: none"> <li>Establish a clear decision-making process and timeline. Be explicit about the decision-making process, including who is involved, what information is needed, and how decisions will be made.</li> </ul>	<ul style="list-style-type: none"> <li>Example:                             <ol style="list-style-type: none"> <li>1. Create an advisory board (ACB) of 10-15 members.</li> <li>2. Invite all parties.</li> <li>3. When the advisory board is formed, invite all parties to participate in the decision-making process.</li> <li>4. Meet face-to-face to discuss the decision-making process.</li> <li>5. Prepare for the meeting, and for any other issues that may arise with the LW Communities and the broader efforts to address childhood obesity.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Example:                             <ol style="list-style-type: none"> <li>1. Meet with the advisory board (ACB) and LW Communities.</li> <li>2. When the advisory board is formed, invite all parties to participate in the decision-making process.</li> <li>3. When the advisory board is formed, invite all parties to participate in the decision-making process.</li> <li>4. When the advisory board is formed, invite all parties to participate in the decision-making process.</li> <li>5. When the advisory board is formed, invite all parties to participate in the decision-making process.</li> </ol> </li> </ul>

**See Handout #4**

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**Structure: Communication Norms**

**Learn Through Dialogue**

Debate/Discussion	Dialogue
Assuming there is one right answer, and you have it	Assuming many people have pieces of the answer and together can craft new solutions.
Combative: participants attempt to prove the other side is wrong	Collaborative: participants work together toward common understanding and commitment
About winning	About exploring common ground
Listening to find flaws and making counter-arguments	Listening to understand, find meaning and agreement
Defending assumptions as truth	Revealing assumptions for re-evaluation
Reinforcing, restating same points	Balancing Advocacy & Inquiry

Community Initiatives 18

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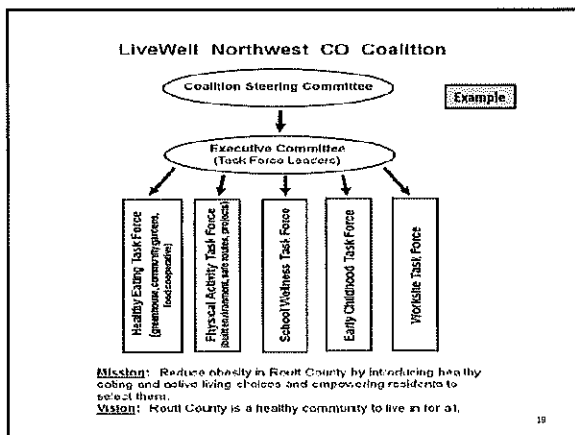
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**Structure: Roles & Responsibilities**

**LiveWell NWCO** See handout 5

- Steering Committee
- Executive Committee
- Task Force
- Community Coordinator

**Collective Impact Forum**

- Steering Committee
- Working Groups

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**Plot: Develop action plan & begin to implement**

- Develop mission & vision
- Develop goals, strategies, and actions
- Develop plan to evaluate goals & strategies
  - Quantitative- baseline data & what difference did we make
  - Qualitative- process data (e.g., How well is it working?)
- Begin to implement action plan
  - START! Where is the momentum?

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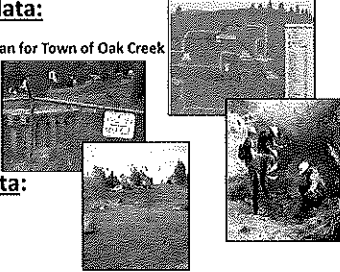
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**Telling Our Story: Start-up in Routt County**

**Quantitative data:**  
 Recreation Master Plan for Town of Oak Creek  
 New park and trails



**Qualitative data:**  
 BMI  
 5210

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**Chapter 2: Operational Stage**

Becoming who you are  
 Engaged partners  
 Lots to do, too little time  
 Building public will  
 Similar to School aged children stage of development (includes adolescence)  
 Multi-sector support- e.g., teachers, coaches, parents, friends, sibs

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**Operational Tasks**

1. Characters: Key partners
2. Structure: Organizational Structure
3. Plot: Action plan implementation

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**Characters: Operational Stage**

- Peak engagement
- Trust/relationship building/connection
- Sharing resources
- Harmonizing activities
- Who else needs to be engaged? Marginalized?

Share their story at every meeting.  
Meet with every member for coffee/tea.

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**Structure: Operational Stage**

- Is the structure working?
- Review Partnership Principles
  - decision making
  - conflict management

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**Plot: Operational Stage**

- Develop Common Metrics
  - Quantitative: What data is meaning to "us" to show we made a difference?
  - Qualitative: How was that difference made?
- Develop Marketing Plan- build public will
  - Brand- logo with emotional messaging

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**Telling Our Story: Operational Stage**

**Qualitative data:**  
Change in organizational structure- next slide  
Reports- Routt County Community Food Assessment

**Quantitative data:**  
Common metrics: % overweight/obese  
5210  
food insecurity

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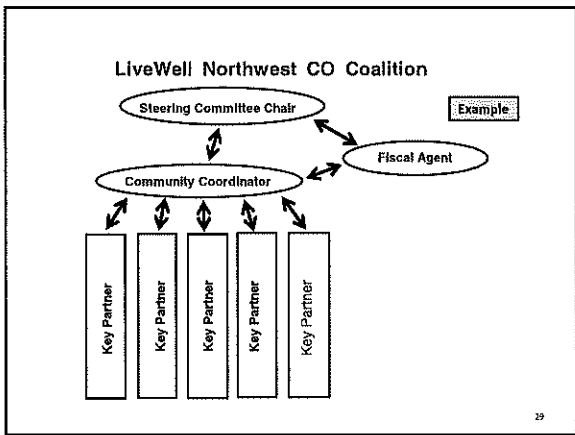
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**Chapter 3: Maturity Stage**

- Strong relationships- trust & less turf wars
- Integrated practices & operating smoothly
- People being served are represented
- Some programs in place
- Community knows who you are
- Reputation for high quality
- Sustain impact
- Similar to Adult stage of development

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**Maturity Tasks**

**1- Characters:**  
 Strong relationships with those committed  
 Add new partners, more marginalized

**2- Structure:**  
 Sustainability- structure, resources

**3- Plot:**  
 Coordinator is "supporting" work, rather than "driving" work.  
 Maintaining your edge- best & promising practices  
 Data is YOUR story!

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**Telling Our Story: Maturity Stage**

**Qualitative data:**  
 Characters  
 Structure  
 Plot- new strategic plan

**Quantitative data:**  
 Common metrics: % overweight/obese  
                           5210  
                           food insecurity

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**Chapters: Potential additional Chapters**

**Decline:** *Someone that you used to be*  
 → Challenges: reconnecting with community need, minimize duplicative programs, keeping Board informed and engaged, top heavy admin expenses

**Turn-around:** *Faced a critical juncture and taken decisive action to reverse*  
 → Challenges: finding a turnaround champion; establishing a turnaround culture, frank and open dialogue, restoring credibility

**Terminal!** *Story didn't make it to print*

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**End of Story: Are you there?**

- Shared vision and agenda - *finding the common denominator*
- Effective leadership and governance - *keeping decision makers at the table*
- Alignment of resources toward what works - *using data to continually adapt*
- Dedicated staff capacity and appropriate structure - *linking talk to action*
- Sufficient funding - *targeted investments to support what works*

Source: Needle-Moving Community Collaboratives (Julia, Schmitz & Seldon) 34

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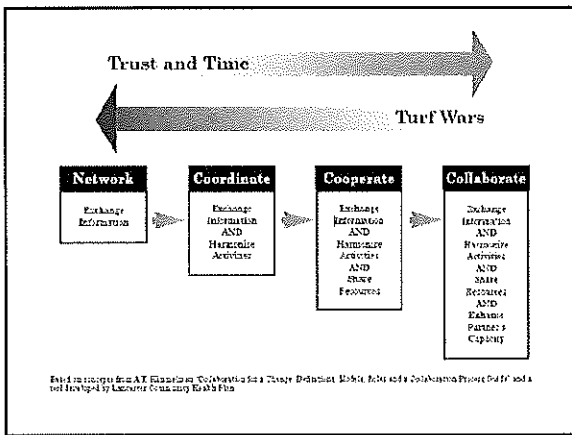
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**Appendix: Collective Impact**

- **Multi-Stakeholder Initiatives** are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.
- **Collective Impact Initiatives** are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization

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### Appendix: 5 Conditions of Collective Impact

1. **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.
2. **Shared Measurement:** Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
3. **Mutually Reinforcing Activities:** Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
4. **Continuous Communication:** Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5. **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. Key characteristics: natural convener, visionary, trusted partner with a respected reputation, ability to build relationships with partners and key influencers to leverage strengths of others and can share credit for successes; has or can easily garner significant resources and capacity to dedicate to this initiatives.

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### Appendix: Common Activities of a Backbone

- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

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### References

1. The Collaboration Primer by Torres and Margolin (*Health Research and Educational Trust*)
2. Collective Impact Forum  
[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)
3. The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business by Goffee & Jones
4. Channeling Change: Making Collective Impact Work by Hanley Brown, Kania & Kramer

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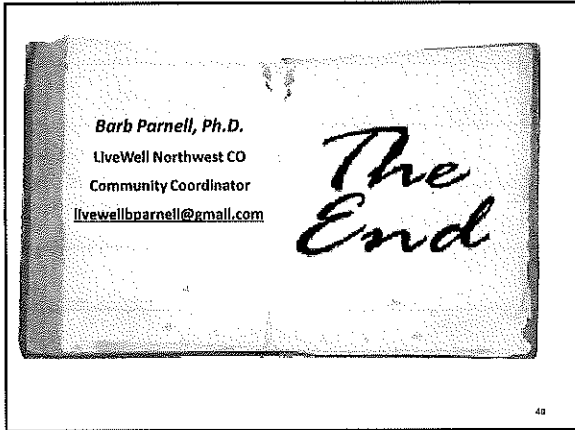
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