



# **Collective Impact: the Conditions for Collective Success**

*Beverly Kingston, Mary Sue Hansen, Barb Zandlo Hutchinson*

# “Collective Impact



John Kania & Mark Kramer:

*“Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”*

# “Fundamental Mismatch”



## “Isolated Impact”

- Individual grantees selected by funders
- Grantees compete and work separately
- Evaluation isolates impact of each grantee
- Large scale change is dependent on going to scale in a single organization

## “Collective Impact”

- Recognizes need to fund efforts to change entire systems, social change
- Recognizes need to create and sustain collective, adaptive processes
- Recognizes need to increase the capacity of an *entire field*

# “Collective Impact



John Kania & Mark Kramer:

*“Collective impact initiatives provide a structure for cross-sector leaders to forge a common agenda for solving a specific social problem”*

# Adams County, CO



- Located to the northeast of Denver, CO
- ~500,000 residents; 105,037 children and youth
- ~1 in 5 children (20,000) live in poverty
- 55% Hispanic; 37% White; 8% Other
- 122 schools
- 5 school districts
- 8 law enforcement agencies
- 7 cities + 2 unincorporated communities

# Suburban Ramsey County, MN



- Located northeast of Minneapolis, MN
- ~ 500,000 residents; 35,000 students in the school district Consortia
- ~ 34% in children/youth on F/R Lunch
- 12% Asian/Pacific Islander; 11% Black; 6% Hispanic; 1% American Indian
- 4 school districts-57 schools
- 8 law enforcement agencies
- 17 cities in two counties
- 150 partners involved in SS/HS

# “Five Conditions for Success



## 1. A Common Agenda

“All participants have a shared vision for change, a common understanding of the problem, and a joint approach to solving it through agreed upon actions”

# “Five Conditions for Success



## 2. Shared Measurement

“Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable”



# “Five Conditions for Success



## **3. Mutually reinforcing activities**

“Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action”

# “Five Conditions for Success



## 4. Continuous communication

“Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation”

# “Five Conditions for Success



## **5. Backbone organization**

“Creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations”

# *“Future Shock”...*



*“If successful...the spread of a new approach...will enable us to solve today’s most serious social problems with the resources we already have at our disposal.”*

John Kania & Mark Kramer

# “For more information...”



**Collective Impact by John Kania & Mark Kramer**

**[http://www.ssireview.org/pdf/2011\\_WI\\_Feature\\_Kania.pdf](http://www.ssireview.org/pdf/2011_WI_Feature_Kania.pdf)**

**Beverly Kingston: [Beverly.Kingston@adams12.org](mailto:Beverly.Kingston@adams12.org)**

**Mary Sue Hansen: [MARYSUE.HANSEN@isd623.org](mailto:MARYSUE.HANSEN@isd623.org)**

**Barb Zandlo Hutchinson: [bhutchinson@edc.org](mailto:bhutchinson@edc.org)**