

Designing Solutions to Complex Social Problems

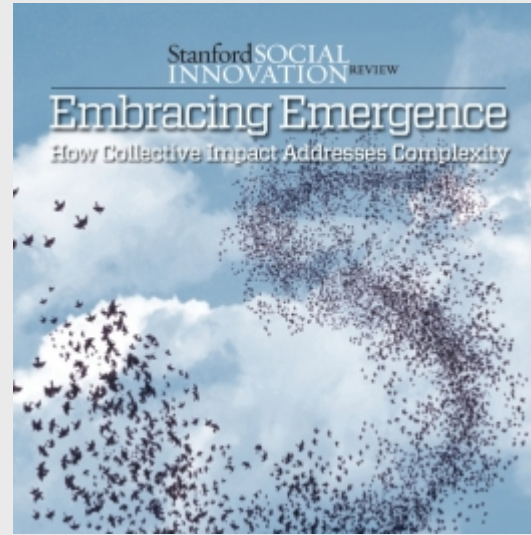
Understanding the process of Collective Impact

Presenter:

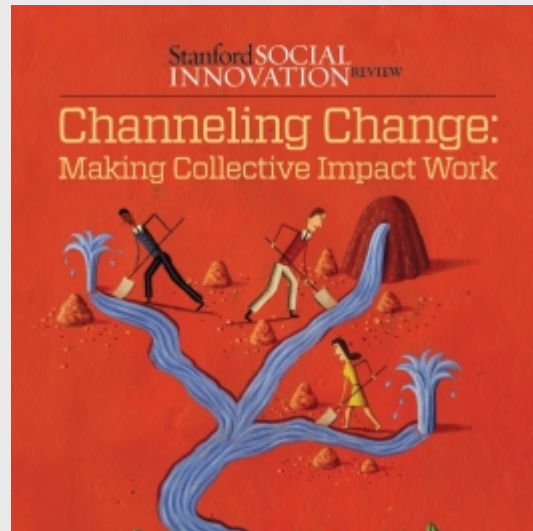
Stacy E. Holland
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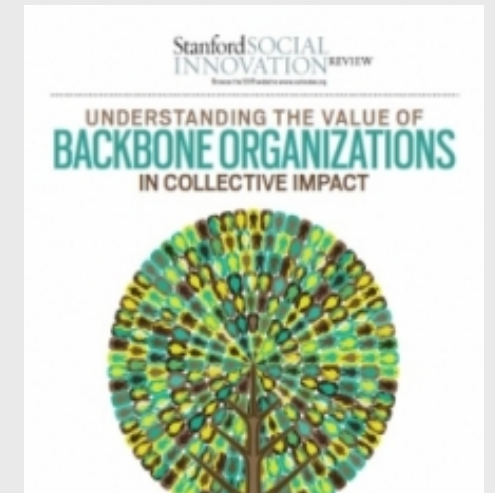
Collective Impact Article
(2011)



Collective Impact Addresses Complexity (2013)



Channeling Change (2012)

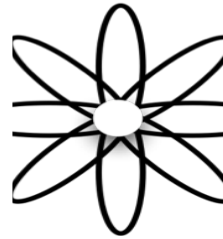


Backbone Organizations
(2012)

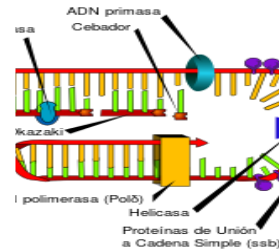
Complex Social Problems



Simple



Complicated



Complex

Key Components

Common Agenda

Shared Measurement

Reinforcing Activities

Consistent Communication

Backbone Agency





Key Characteristics of the Process

- Identify the issues
- Identify the KEY players (Foe and Friend)
- Be curious together
- Diagnose base on data
- Examine potential solutions together
- Select target solutions or alignment of effort
- Set aspirational metrics
- Implement
- Communicate ~ Up- Down and Around
- Measure & Adjust Together



Lessons :

- Everyone takes credit
- Assume the answer is not clear – be open to new solutions
- Co-create together
- Patience is essential
- Institutions must change their behavior _ Work more efficiently
- Communicate often and to everyone
- Be willing to course correct without judgement

Essential Elements of the System Leadership

THE WHAT?

- See the 'bigger picture'
- Fostering reflection & generating conversations
- Shift from reactive problem solving to co-creation

THE HOW?

- Open Mind (Challenge Assumptions)
- Open Heart (Vulnerability & Hear One Another)
- Open Will (Be willing to let go...)



— — — — —
IT ALWAYS SEEMS
IMPOSSIBLE
UNTIL IT'S DONE.

— NELSON MANDELA —



www.collectiveimpactforum.org

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