Stanford SOCIAL INNOVATION REVIEW

FSG

SSIR Live!

Collective Impact: Embracing Emergence

Presenting:
John Kania, Managing Director, FSG

In Conversation with:
Blair Taylor, President, Memphis Tomorrow
Mark Cabaj, Associate, Tamarack Institute

Moderated by:
Eric Nee, Managing Editor,
Stanford Social Innovation Review

May 1, 2013, 11am – 12pm PT / 2pm – 3pm ET

Agenda for Today's Webinar

- **Introduction and Opening Remarks**
  Eric Nee, *Stanford Social Innovation Review*
- **An Overview - Embracing Emergence in Collective Impact**
  John Kania, FSG
- **Implications of Complexity/Emergence in Practice**
  Blair Taylor, Memphis Tomorrow
- **Developmental Evaluation's Role in Collective Impact**
  Mark Cabaj, Tamarack Institute
- **Discussion and Q & A**

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Five Conditions for Collective Impact

Common Agenda

Shared Measurement

Mutually Reinforcing Activities

Continuous Communication

Backbone Organization

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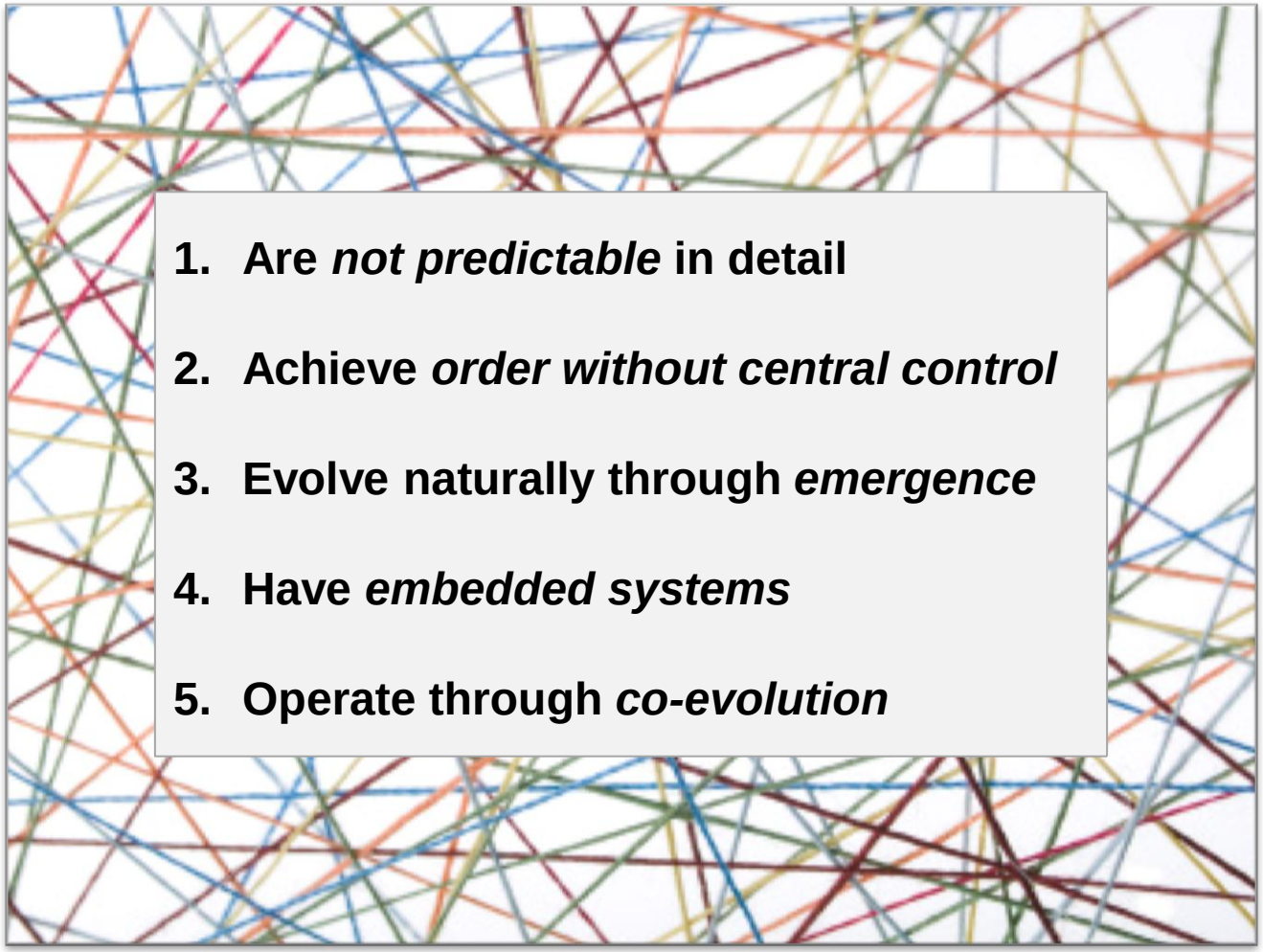
Characteristics of Complex Systems



1. Are *not predictable* in detail
2. Achieve *order without central control*
3. Evolve naturally through *emergence*
4. Have *embedded systems*
5. Operate through *co-evolution*

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Evolution is Emergence in Action

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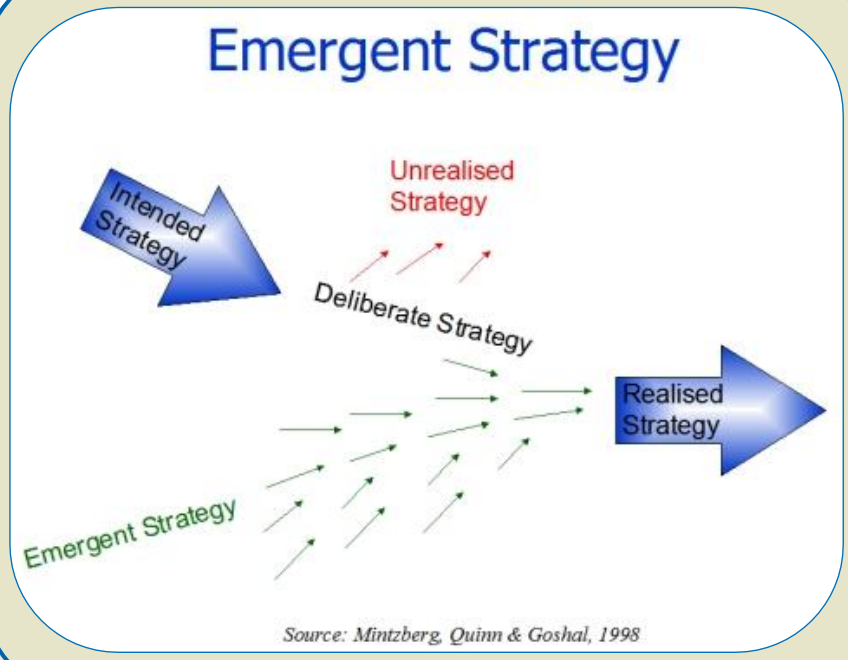
Addressing Complexity in Collective Impact Efforts



- Create Common ***Intent***
- Use ***Structure*** to Take Advantage of Emergence

– Collective Seeing

– Collective Learning

– Collective Doing

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We live in a complex world, we often don't know what is going on, and we won't be able to understand its complexity unless we spend more time not knowing . . . Curiosity is what we need

- Margaret Wheatley

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Collective Impact In Memphis

MEMPHIS FAST FORWARD

Memphis Fast Forward

PEOPLE FIRST	*Strengthening Education Outcomes*
HEALTHY SHELBY	*Improving Community Wellness*
GROWTH ALLIANCE	*Growing Jobs and Economic Prosperity*
GOVERNMENT EFFICIENCY	*Supporting strong fiscal performance*
OPERATION: SAFE COMMUNITY	*Ensuring Safe Neighborhoods*

PeopleFirst *

Shared Cradle-to-Career Vision, Goals, Metrics

Board of Directors

Governance, Vision and Strategy

Working Groups

Action Planning

Backbone Org

PeopleFirst Partnership (501c3)

***Partners*: Education, Govt, Nonprofit, Business, Civic**

Execution

Community Members

Public Will

*Depicted using John Kania's Collective Impact Graphic

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MEMPHIS FAST FORWARD

Emergence in Action: Working Toward Increased College Attainment

Collective Impact was Operative

- **PeopleFirst :** Cradle-to-Career Agenda: 4 Goals, 10 Strategies
- **Strategy 8:** College Access and Completion: Emphasis on low-income adults
- **Work Group:** Public university, state government, community college, technical school, businesses, biz associations, WIA, local nonprofits

New Opportunity "Emerged" and was Evaluated

- **State Hope scholarship quietly amended:** Opened to low-income adults with 12 hours college credit
- **Group consensus:** Important piece of college access puzzle

Obstacles were Identified

- **Questions:** How do we either 1) find qualifying "partial completers" or 2) fund the first 12 hours of credit?

Existing Resources and Relationships Reconfigured

- **Outreach and Recruitment:** New joint effort designed between public, college, and university with employers, WIA, and nonprofits
- **Funding for first 12 hours:** New leveraging of corporate tuition reimbursement, public WIA funds and experiential learning credits

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Memphis Fast Forward has Considered the Key Enablers and Strengthening Factors in the Success of Our Work

Several Factors Made This Possible

- Existing multi-sector collaboration
- Shared goals and measures
- Backbone guiding toward new opportunities and creative solutions

Several Factors Strengthened Our Readiness

- Cultivated understanding of collaborative as forum for “plugging in” new opportunities and creative problem solving
- Built habit of systematically looking across multiple partners for new opportunities and ways to achieve shared goals
- Encouraged cost-neutral solutions / resource sharing – to break down silos and build credibility, momentum and collaboration

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Traditional and Developmental Evaluation

Traditional Contexts

Developmental

- Initiative is innovating in (continual) development
- Evaluation is used to provide feedback on the **development** of the initiative

Formative

- Initiative is stabilizing and being refined
- Evaluation is used to help **improve** the initiative

Summative

- Initiative is stabilized and well –established
- Evaluation is used to **judge** the merit or worth of the initiative

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Comparing Traditional and Complexity-Based Evaluation

TRADITIONAL EVALUATION	COMPLEXITY-BASED\DEVELOPMENTAL EVALUATION
Renders definitive judgments of success or failure	Provides feedback, generates learning, supports/affirms change in direction
Measures success against pre-determined goals	Develops new measures and monitoring mechanisms as goals emerge & evolve
Positions evaluator outside to assure independence& objectivity	Positions evaluation as an internal function integrated into action & ongoing interpretive processes
Accountability to control and locate blame for failures	Learns to respond to lack of control and stay in touch with what's unfolding to respond strategically
Designs the evaluation based on linear cause-effect logic models	Designs the evaluation to capture system dynamics, interdependencies, and emergent interconnections

Developmental Evaluation: Using Complexity Concepts to Enhance Innovation & Use. Patton. 2008.

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Example: Reducing Poverty in Edmonton

Original Umbrella Strategy & Outcomes

Aspiration: Assist 1,000 working poor families across city achieve family economic success (4 yrs.)

Domains: Wages, Income Support Financial Services, Housing

Theory of Change: Incubate & scale innovative programs, services, products.

Unrealized Strategy

Rapid growth in housing prices limits opportunities to address housing shortages: dropped from strategy

Emergent Strategy Within Umbrella

Arrival of new Bank CEO creates unexpected opportunity to develop line of affordable financial services products.

Successful Make Tax Time Pay Initiative (MTTP) is scaled up

Emergent Actions Outside Umbrella

Relationships developed through MTTP lead to partnership with govt. to improve income support policy/benefits: group gets into policy work.

Evolving Umbrella Strategy & Outcomes

Aspiration: Reduce # poor households from 12,000-6,000 in 2 inner city neighborhoods (10 yrs).

Domains: Wages, Income Support Job Training, Transportation.

Theory of Change: Develop a Workforce Dev. Pipeline linking inner city families to good jobs on city periphery.

2002 → CONTEXT: shifts in economy, policies, players → 2008

DEV. EVALUATION: Tracking developments, real time feedback, robust sense-making

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Resources on Developmental Evaluation

- **BOOK - Developmental Evaluation:** Applying Complexity Concepts to Enhance Innovation & Use. Michael Quinn Patton. 2008

- **PAPER - Evaluation for the Way We Work**. Michael Patton. Non-Profit Quarterly. Spring 2006.

- **ARTICLE - Evaluating Social Innovation**. Hallie Preskill and Tanya Beer. 2012. Center for Evaluation Innovation & FSG.

- **WEBSITE** - Social Innovation Generation. Knowledge Hub. Resources for Social Innovation. See Section on Developmental Evaluation. http://sigknowledgehub.com/

- **PODCAST** - An Interview with Michael Quinn Patton on Developmental Evaluation. http://tamarackcommunity.ca/g3s61_VC_2010g.html

- **PRACTITIONER EXCHANGE** - An ongoing on-line discussion of the art and science of Developmental Evaluation. https://listserv.ua.edu/archives/evaltalk.html

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Resources on Complexity

- Solving Tough Problems: An Open Way of Talking, Listening and Creating New Realities. Adam Kahane.
- Getting to Maybe: How the World is Changed. Frances Westley, Brenda Zimmerman and Michael Quinn Patton.
- Dilemmas in the General Theory of Planning. Horst Rittel & Melvin Webber. Dilemmas in the General Theory of Planning
- Transforming Government. Coping with Complexity. McKinsey & Company. Peter Ho. Transforming Government
- Coping with Complexity. Gerard Sijts, Mary Crossan and Niels Billou. Coping with Complexity
- Taking Responsibility for Complexity. Overseas Development Institute. Taking Responsibility for Complexity

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Question and Answer

John Kania,
FSG

Blair Taylor
Memphis Tomorrow

Mark Cabaj
Tamarack Institute

Eric Nee
Stanford Social Innovation Review

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Thank you for joining us!

- Please fill in the brief electronic survey that you'll receive after today's event to share your feedback with us.
- Access this webinar as many times as you'd like for the next 12 months by clicking on the same link as you did today. You may also download the slides.
- The speakers will be answering follow-up questions on the FSG website Collective Impact Blog
- The Emergence article is available for free on the SSIR website
- The next webinar in the *SSIRLive!* series will be on Donor Collaboration on Tuesday, June 4th 11 am PST / 2 pm EST. Stay tuned for more information.