

# Leadership for Collective Impact

## *Welcome!*



Christie Hammes, director of strategic development services

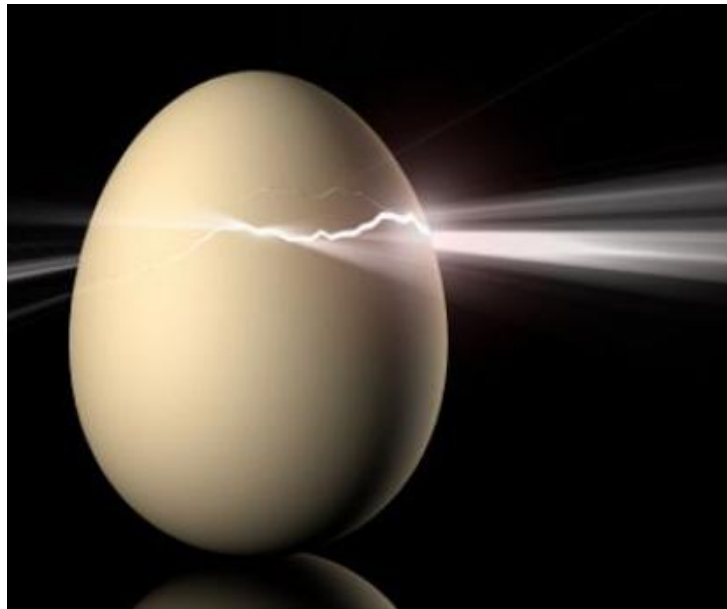


Amy Wagner, associate director



# What We're About

- Raise awareness of what collective impact calls for from us as leaders, especially in terms a shift in “mindset”
- Share strategies and resources for developing our collective impact leadership potential





*“O.K., I admit it, we’re lost, but the important thing is to remain focussed on whose fault it is.”*

# Working Assumptions

- Jump off from ideas set forth at United Front 2011
- 2 definitions:

***Collective impact*** is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. (Kania & Kramer)

***Leadership*** is about acting to mobilize oneself and others to tackle tough issues for a greater good. (MAP, adapted from Heifetz)

# Good News!

Trends in leadership today are well aligned well with what's required of leaders in doing collective impact.

Collective Impact	Leadership Today
Interaction of many across a larger system	Systems thinking (self & system)
Common agenda	Keeping the issues that matter at the center
Shared measurement	Shared accountability
Mutually reinforcing activities	“Different gifts”: Know and build on your strengths; honor others’
Continuous communication	Leadership is about relationship

# What Kind of CI (Collective Impact) Initiative Needs Your Leadership?

## Examples:

- Strive: Improve educational outcomes from “cradle to career,” Cincinnati
- Heading Home Hennepin: End homelessness in Hennepin County
- Shape Up Somerville: Reduce, prevent childhood obesity, Somerville, Mass.

## Think for a minute:

- An actual initiative underway or about to start?
- An idea you have?

## Jot a note, two things:

- It’s purpose or “problem definition”
- Some key partners

Keep your project in mind (or example from above) as we explore leadership...

# Is CI Work Mostly “Technical” or Mostly “Adaptive?”

- Technical work
  - Requires application of capabilities that already exist in the system
- Adaptive work
  - People deeply and broadly within the system need to learn new capabilities

# Distinguishing Technical from Adaptive Challenges

(from *The Practice of Adaptive Leadership*)

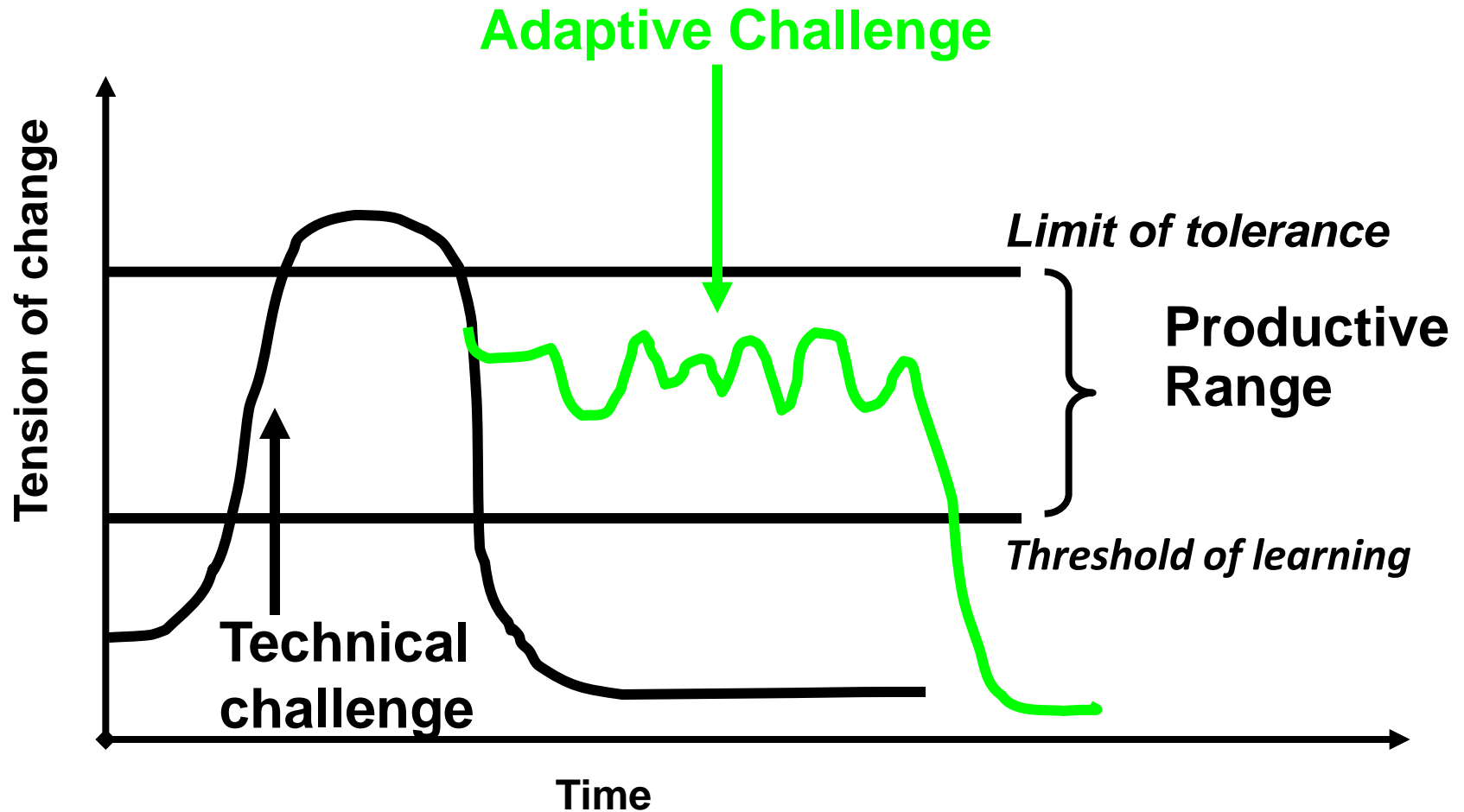
Kind of Challenge	Problem Definition	Solution
Technical	Clear	Clear
Technical and Adaptive	Clear	Requires Learning
Adaptive	Requires Learning	Requires Learning



# Adaptive Work / Leadership

- Adaptive work diminishes the gap between the way things are and the way things need to be to create a better future.
- Adaptive leadership is the activity that mobilizes people to perform needed adaptive work.

# Technical vs. Adaptive Work



Heifetz, Ronald A. and Marty Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg. 108.

# Think about the Collective Impact Project You Have in Mind...

- What about it is technical?
  
- What about it is adaptive?

# Clues that You Are Dealing With an Adaptive Challenge

- A gap between aspirations and reality demanding new responses
- Requires a change in attitudes, values and behaviors
- When technical approaches have not worked
- There is a persistence of conflict - conflict is a symptom
- When the people with the problem are the problem and need to be the problem solvers

# Adaptive Leadership

- The most common leadership mistake is treating Adaptive Challenges with a technical fix.
  - Technical problems can be solved by an authority or expert.
- Adaptive Challenges have no known solution.
  - The skills and answers are outside your repertoire.
  - You have to “grow into” solving them.
  - Require mobilizing people’s hearts and minds to operate differently.
  - Luckily, these skills can be learned regardless of position or function.

# Back to Our “Good News” Chart

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A few leadership characteristics that factor into that right hand column (adaptive leadership) =  
*Self-awareness; tolerance of ambiguity; ability to risk and push boundaries...*

# Self-Assessment

(top characteristics found in study of leaders promoted –  
Institute of Health and Human Potential)

**For each question...**

Rate yourself (X); 2. Note where boss would rate you (B); 3. Note where spouse or significant friend would rate you (S).

**Example:** I get home from work on time.

1    S    X    B    10

Low

High

Why? Given my job, I do pretty well, but my spouse still thinks I spend too much time at work, and my boss wouldn't mind if I stuck around a little longer.

**Choose 1 question for now (save others for later) and assign the 3 ratings:**

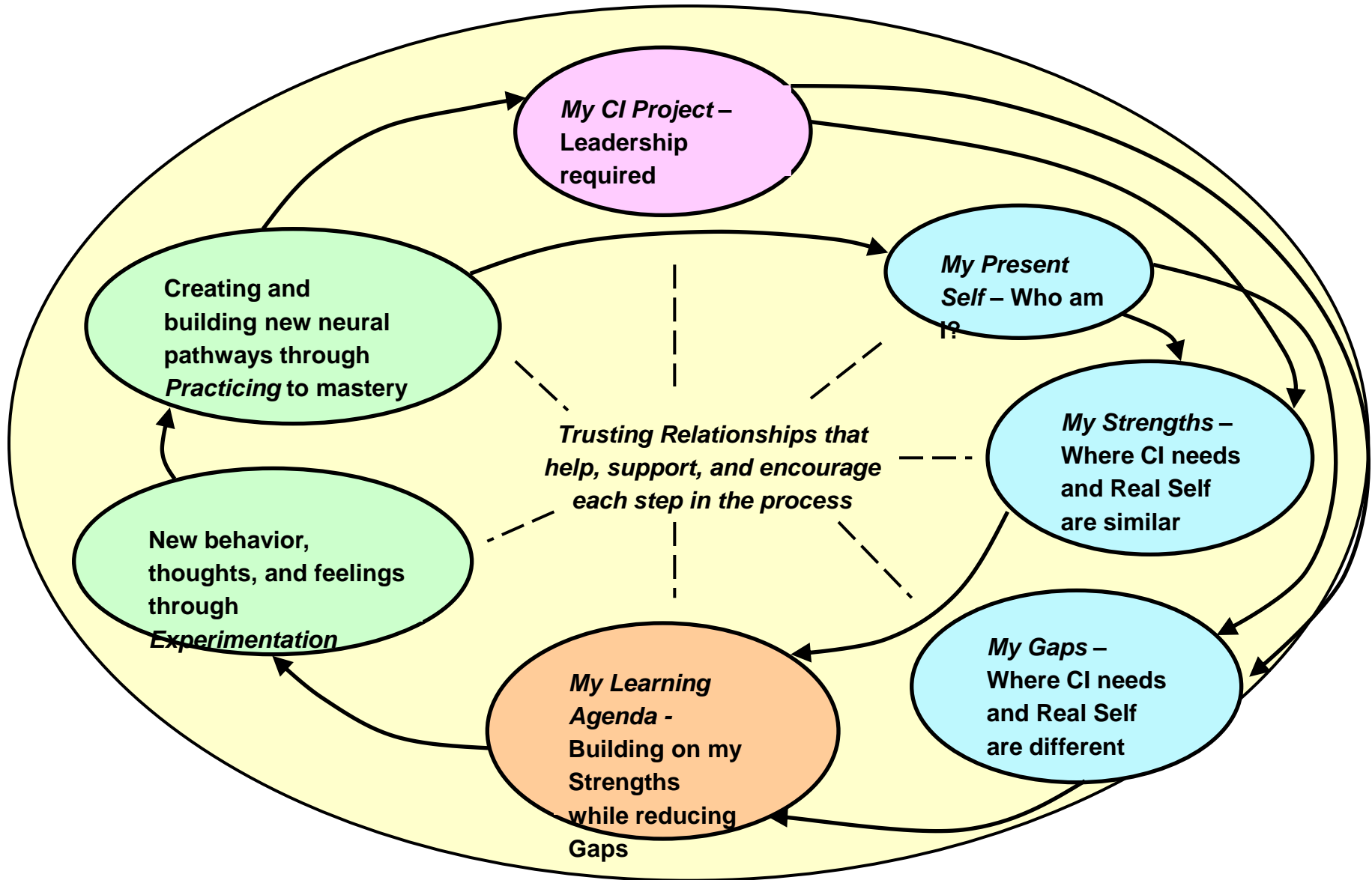
1. I freely admit to making mistakes.
2. I pay attention and listen without jumping to conclusions.
3. I engage in difficult conversations.

# Debrief of Self-Assessment

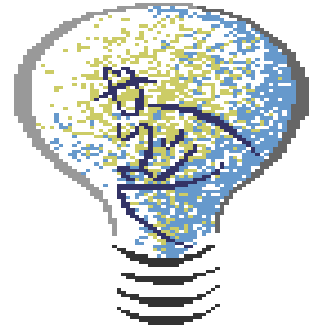




# One View of Adaptive Leader Development



# How Embark on this Journey of Discovery?



- Connecting with others informally or in a structured setting (eg. Leaders Circles®)
- Action and reflection (tune in during collaborative work, include learning de-briefs, follow-up with journaling, meditating,...)
- Your ideas...

# Selected Resources

- “Collective Impact” by John Kania & Mark Kramer, *Stanford Social Innovation Review*, Winter 2011
- “What Makes a Leader?” by Daniel Goleman, *Best of HBR 1998*.
- “The Neuroscience of Leadership” by David Rock and Jeffrey Schwartz, *Strategy+Business*, Issue 43, June 2006.
- “Leadership in a (Permanent) Crisis” by Ronald Heifetz, Alexander Grashow, & Marty Linsky, *Harvard Business Review*, July–August 2009.
- “Leaders Coaching Leaders” by Carter McNamara, *Leadership Excellence*, December 2009.
- “An overview of Intentional Change from a Complexity Perspective” by Richard E. Boyatzis, *Journal of Management Development* 2006.
- *The Practice of Adaptive Leadership* by Heifetz, Grashow, Linsky, 2009.
- MAP for Nonprofits – [www.mapfor nonprofits.org](http://www.mapfor nonprofits.org)

# Wrap up



Thank you and good luck!

*Christie and Amy*

“Leadership is not exerting power over others... Rather, it results from your example of empowering others to step up and lead. *Leaders do that by learning to lead themselves, becoming self-aware and behaving authentically.*”

--Bill George, former CEO of Medtronic

For questions or inquiries on leadership development, contact:  
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