

Leadership for Collective Impact

Welcome!



Christie Hammes, director of strategic development services

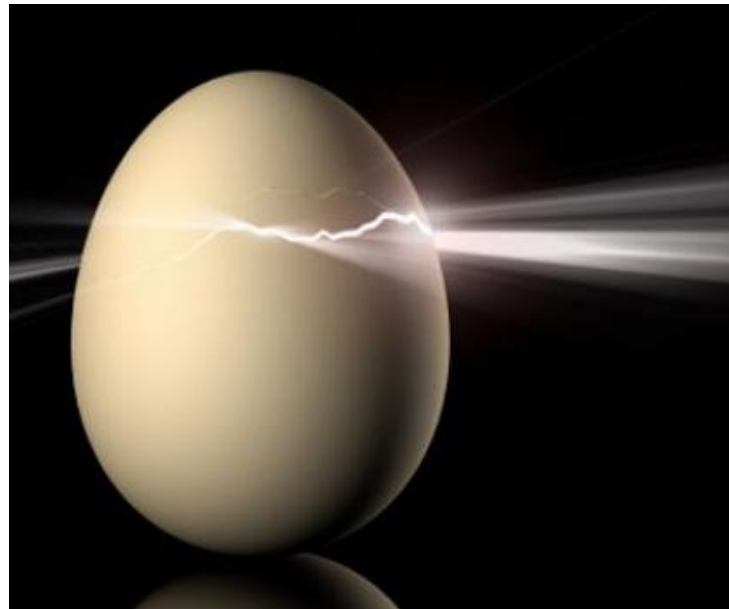


Amy Wagner, associate director



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

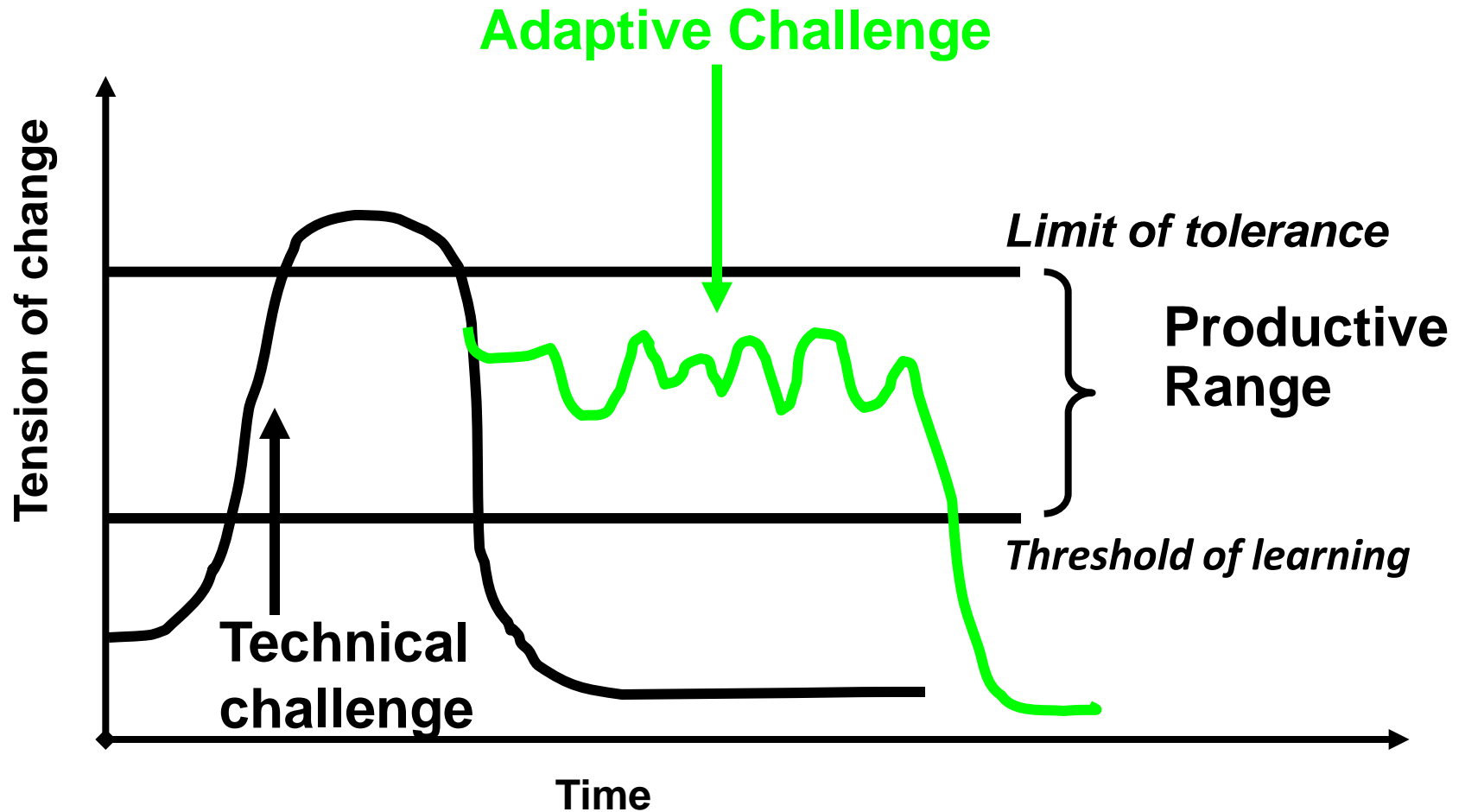
(from *The Practice of Adaptive Leadership*)

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.

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

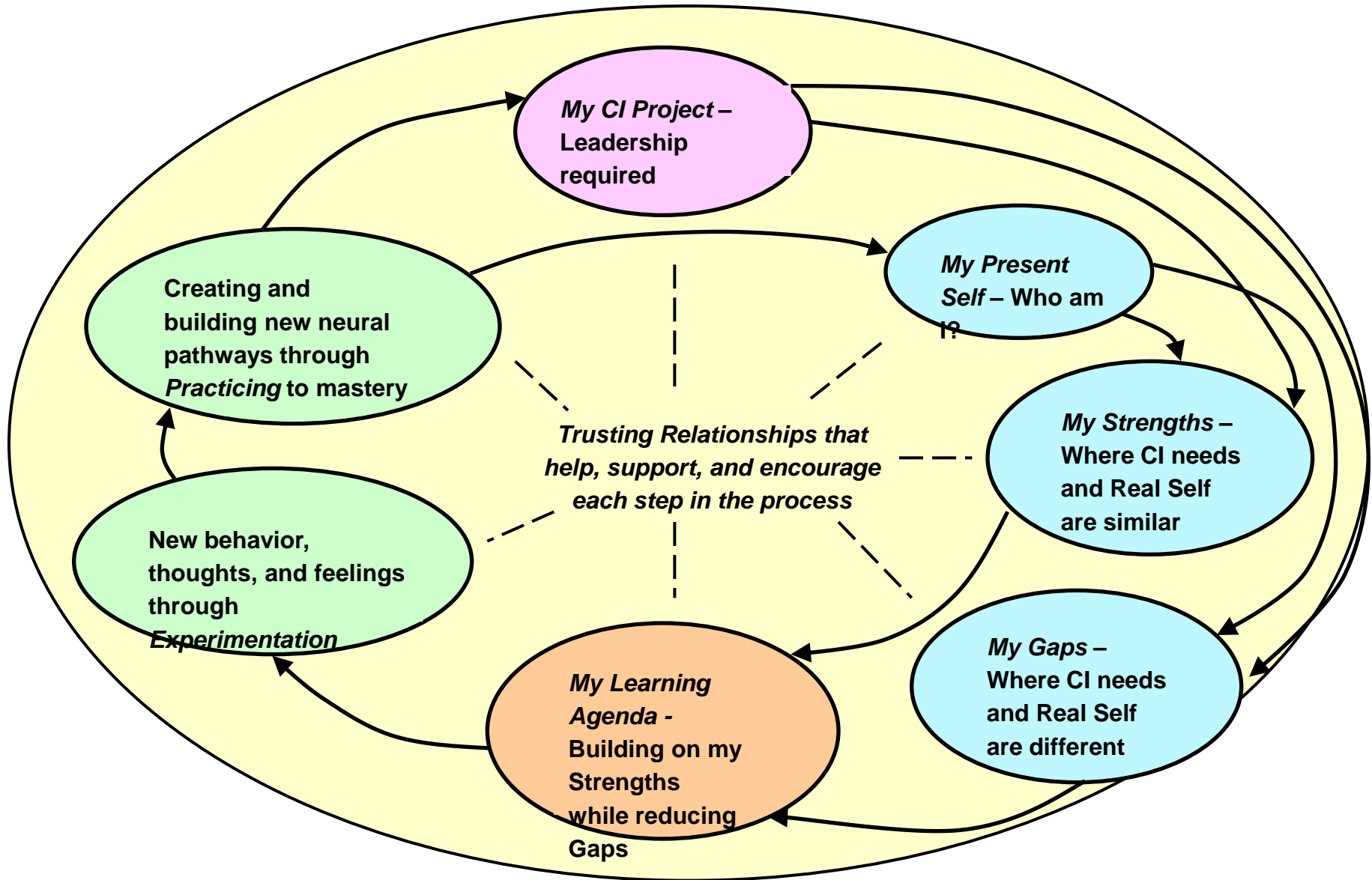
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A few leadership characteristics that factor into that right hand column (adaptive leadership) =
Self-awareness; tolerance of ambiguity; ability to risk and push boundaries...

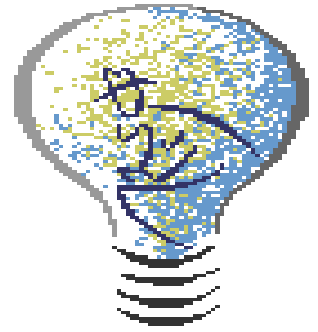
Debrief of Self-Assessment



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.mapfornonprofits.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

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www.mapfor nonprofits.org

