



**COLLECTIVE  
IMPACT FORUM**



## Leadership for Collective Impact

**Paul Schmitz**

CEO, Leading Inside Out and  
Senior Advisor, The Collective Impact Forum

@paulschmitz1

[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)

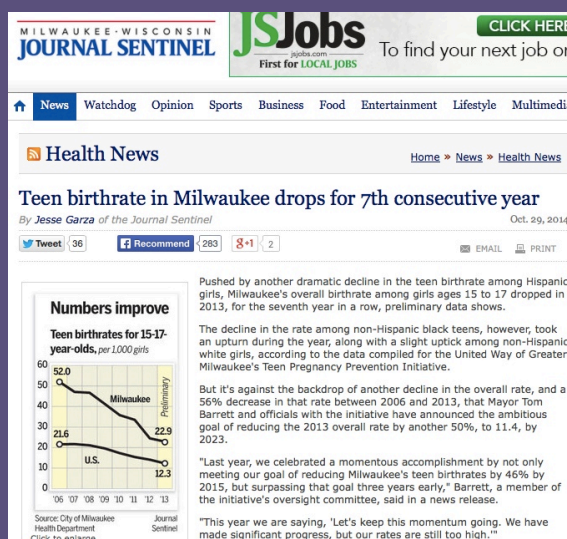
[www.leadinginsideout.org](http://www.leadinginsideout.org)

## Agenda

Result: Understand basics of collective impact and leadership values/culture that enables success

1. Collective Impact: The Basics
2. System Leadership and Collective Impact
3. Leadership Values for Collective Impact

# Collective Impact



## What it takes

### Backbone

Continuous Communication

Mutually Reinforcing Activities

Shared Measurement

Common Agenda

# Role of Backbone

## *Lead & Facilitate the Process*

- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding



# System Leadership

Go from dance floor to balcony for system perspective

Separate technical from adaptive issues

Understand, Test Mental Models

Diagnose, hypothesize, propose

## Technical vs Adaptive

**Technical challenges** are those where expertise, past experience, and existing capacity can solve it.

**Adaptive challenges** are those that require changes in peoples' priorities, beliefs, habits, and loyalties.

*The Practice of Adaptive Leadership by Grashow, Heifetz, Linsky*

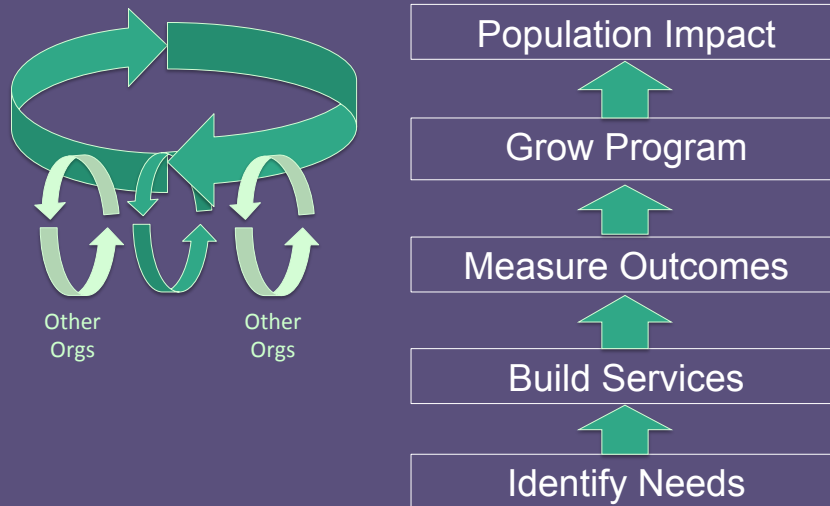
## Mental Model Shift

Activities to Results



Results to Activities

## Activity Forward



## Results Back



## System Leadership

Go from dance floor to balcony for system perspective

Separate technical from adaptive issues

Understand, Test Mental Models

Diagnose, hypothesize, propose

## Collective Impact

What do you find most compelling in this model?

What do you find most challenging in this model?

What questions do you still have about collective impact?

## What it takes

### CULTURE EATS STRATEGY FOR BREAKFAST



Continuous Communication

Mutually Reinforcing Activities

Shared Measurement

Common Agenda

## Defining Leadership

- 1 An action many can take, not a position few can hold
- 2 Taking responsibility to work with others on common goals
- 3 Practice of values that engage commitment from others

# A Leadership Story



## Who was the leader?



Social Change has always come from  
the leadership of the many



## Practicing Values

- 1 Asset-Based
- 2 Diversity & Inclusion
- 3 Collaboration
- 4 Continuous Learning
- 5 Integrity



## Asset-Based

- 1 Doing *with*, not *to* or *for* communities



# Community Engagement Matters

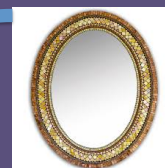
INCREASING IMPACT ON DECISION-MAKING				
INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
Providing balanced and objective information about new programs or services, and about the reasons for choosing them. Providing updates during implementation.	Inviting feedback on alternatives, analyses, and decisions related to new programs or services. Letting people know how their feedback has influenced program decisions.	Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making. Letting people know how their involvement has influenced program decisions.	Enabling community members to participate in every aspect of planning and decision-making for new programs or services.	Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles.

## Inclusion & Equity

2 When you change who is at the table, you change the table itself



Disaggregate data,  
Identify disparities,  
Differentiate services



Who is at table  
How is view distorted  
Correct it

## Collaboration

3 Collaboration is about building

# TRUST

## Continuous Learning

4 Own mistakes, **ask** for feedback, and **ask** for help



## Things I Suck At

Interpersonal conflict  
Personnel management  
Patience with process  
Administrative paperwork  
Being punctual  
Small talk  
Time Management  
Fundraising  
Active listening  
Trusting my instincts  
Delegating responsibility  
Making unpopular decisions  
Staying attentive in long meetings

## Continuous Learning

Vulnerability of self, organization

Authentic, transparent process

Use data to learn, adapt

Collective Impact is emergent

# Integrity

- 5 Be true to your yourself, each other, and your result for the people you serve



# Practicing Values

- 1 Asset-Based
- 2 Diversity & Inclusion
- 3 Collaboration
- 4 Continuous Learning
- 5 Integrity

# Collective Impact

What questions do you still have about collective impact?

You can also tweet questions to  
[@paulschmitz1](https://twitter.com/paulschmitz1)

## Agenda

Result: Understand basics of collective impact and leadership values/culture that enables success

1. Collective Impact: The Basics
2. System Leadership and Collective Impact
3. Leadership Values for Collective Impact