From Collaboration to Collective Impact

Presented by:
Dan Janes, Madden Media
Rick Yngve, University of Arizona
## ASCOPE/PMESII-PT Matrix

<table>
<thead>
<tr>
<th>PMESII-PT Description</th>
<th>ASCOPE Filter</th>
<th>Specific Factors</th>
<th>Relevance to the Operational Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political Governance:</strong> Political actors, agendas, government capability and capacity</td>
<td>ASCOPE</td>
<td>Formal, informal, and shadow systems of government which significantly influence the local population</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
</tr>
<tr>
<td><strong>Military/Security:</strong> Capabilities in the AO (equipment, mission, resource constraints)</td>
<td>ASCOPE</td>
<td>Key elements influencing the security situation and overall stability in the area</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<tr>
<td><strong>Economic:</strong> Trade, development, finance, institutional capabilities, geography, regulation, business</td>
<td>ASCOPE</td>
<td>Key elements that influence economic activity in the area</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<td><strong>Social:</strong> Demographics, migration trends, urbanization, living standards, literacy/education level, etc.</td>
<td>ASCOPE</td>
<td>Key elements that describe or influence traditional social dynamics in an area</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<td><strong>Infrastructure:</strong> Basic facilities, services and installations</td>
<td>ASCOPE</td>
<td>Effects on the physical infrastructure, sewage, water, electricity, educational facilities, health facilities, and transportation</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<td><strong>Information:</strong> Means of communication, media, telecommunications, word of mouth</td>
<td>ASCOPE</td>
<td>Key elements that facilitate the transfer of information to and among the local population</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<td><strong>Physical Environment:</strong> Categorized as either rural or urban, includes weather and climate</td>
<td>ASCOPE</td>
<td>Key terrain affects people, equipment, trafficability, visibility, and the employment of many weapons</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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<td><strong>Time:</strong> Time affects everything and influences all decisions</td>
<td>ASCOPE</td>
<td>The population, counterinsurgent, and insurgent often view time differently</td>
<td>Why is it relevant to:  - The population?  - Insurgents?  - Counterinsurgents?  How does it affect stability?</td>
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</tbody>
</table>

8 Categories  
6 Cross-Clusters  
48 Total Measures
DUDE!
Dan Janes
CEO, Madden Media
Board Member, Early-Stage Companies, Family Foundation, Trade Associations

Rick Yngve
Director, McGuire Center for Entrepreneurship, and Co-Director, Eller Social Innovation, University of Arizona
Co-Director, TENWEST Festival
Defining the type of **Problem**

**SIMPLE**

The “recipe” is essential to lead to replication

Example: Making a Sonoran Dog

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**COMPLICATED**

The “protocols and formulas” along with high levels of expertise lead to an expectation of success

Example: Rocket to the Moon

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**COMPLEX**

There are no recipes or protocols and many outside and unique factors, no guarantee of success.

Example: Raising a Child
We have to think beyond "Single Issues"
We have to think beyond
“Heads in Beds”
Beyond includes thinking about “Food Security”
We have to think beyond "Homelessness"
We have to think in terms of “Entire Communities”
How do Communities Work Together?

COLLECTIVE IMPACT INITIATIVES
The commitment of a group of cross-sector actors to a common agenda through alignment and differentiation of efforts

FUNDING COLLABORATIVES
Groups of funders interested in supporting the same issue who pool their resources

PUBLIC-PRIVATE PARTNERSHIPS
Partnerships formed between government and private sector organizations to deliver specific services or benefits

MULTI—STAKEHOLDER INITIATIVES
Voluntary activities by stakeholders from different sectors around a common theme

SOCIAL SECTOR NETWORKS
Groups of individuals or organizations fluidly connected through purposeful relationships
Collaboration Spectrum

COMPETE
Competition for clients, resources, partners, public attention

COMMUNICATE
Information sharing between organizations

COORDINATE
Systematically adjust and align work with each other for greater outcomes

INTEGRATE
Fully integrated programs, planning, funding

COOPERATE
Informal interaction on discrete projects or activities

COLLABORATE
Shared mission, goals; shared decision-makers and resources

TURF  TRUST
A little Audience Participation
Is that the best you can do?!
The commitment of a group of cross-sector actors to a common agenda through alignment and differentiation of efforts.
Case Study: Memphis Fast Forward

PROBLEM

Significant challenges in:

- Workforce Quality
- Economic Competitiveness
- Crime
- Education

RESULTS

- 50% increased Pre-K enrollment
- 17K New Jobs, $4.2B Investment
- Reduced Crime by 23%
- $75M reduction in city budget
Key Conditions
For Shared Success

COMMON AGENDA
Shared vision for change including common understanding of the problem and solution

SHARED MEASUREMENT
Collecting data and measuring results consistently across all participants

MUTUALLY REINFORCING ACTIVITIES
Participant activities must be differentiated while still being coordinated through a plan of action

CONTINUOUS COMMUNICATION
Consistent and open communication is needed across the players to build trust, assure mutual objectives

BACKBONE SUPPORT
An independent organization with staff and specific skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies
Connect **People** to **Places**
Champion, Funding, and Urgency

**Key to Launch**

**01 / INFLUENTIAL CHAMPION**

- Respected and engaged across sectors
- Brings solutions from participants

**02 / FINANCIAL RESOURCES**

- Committed Funding Partners
- Sustained funding for 2-3 years
- Funds infrastructure and planning

**03 / URGENCY FOR CHANGE**

- Critical problem for the community
- Frustration with current approach
- Multiple actors, funders, and policy makers seeking change
Case Study: TENWEST Festival
Festival Keys to Success

Alignment
Collaboration
Innovation
Impact
(Economic, Social & Cultural)

Confetti Model
“Umbrella” Event
Distributed Control and Area
Multiple Sub-Brands

Partnerships
Integrated partners
Affiliated partners
Public & Private Events
STORIES
FIND OUT WHAT IT'S REALLY LIKE TO WORK AND PLAY HERE.

WHY TAMPA BAY
People, stories, coffee. That's what we're all about here on Why Tampa Bay. Hosts, Roberto Tomas and Alex Sandusky, sit down for a cup of coffee at The Blind Tiger Cafe in SOHO with people who are making our city awesome and ultimately answering the question: Why Tampa Bay? Why live here, play here and do business here?

JULIE CURRY, ENTREPRENEUR
Tampa Bay is prime for explosive growth. I see the downtown core becoming fully developed with improved transportation options, great businesses and incredible leisure activities.

VIEW THE EPISODES
READ MORE
Collective Co-op Approach to help the Traveler on Her Journey

**AWARENESS**
- Search Engine Marketing
- Prospecting Display Ads
- Facebook and Instagram Prospecting Ads

**INSPIRATION**
- Amplified Storytelling
- Presentation Layers
- Native and Social Media Click to Story Ads
- Video Distribution
- Joint Media Buys

**CONSIDERATION**
- Search Engine Marketing
- Remarketing Display Ads
- Printed Collateral

**DESTINATION**
- OnLocation Listings Review and Recommendations

**ADVOCACY**
- SoFi Video
- Social Media Management
- User Generated Content Collection
From Collaboration to Collective Impact
Begin the **Process**

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<td>Is Collective Impact the Right Approach?</td>
<td>Who needs to be at the table?</td>
<td>How do we break up the work?</td>
<td>How to execute on the goals and strategies?</td>
<td>How to sustain momentum for the long haul?</td>
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<tr>
<td>~3 months</td>
<td>~4-6 months</td>
<td>~4-6 months</td>
<td>~6 months</td>
<td>Ongoing</td>
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</table>
Successful Backbones Manage Six Functions

- 01 Guide Vision and Strategy
- 02 Support Aligned Activities
- 03 Establish Shared Measurement Practices
- 04 Build Public Will
- 05 Advance Policy
- 06 Mobilize Funding
Success Requires Several **Mindset Shifts**

- Technical Solutions to Problems
- Adaptive Solutions to Problems
- Focus on Evidence
- Focus on Evidence and Relationships
- Silver Bullet
- Silver Buckshot
- Credit Hoarded
- Credit as Shared Currency
Toughest Challenges Not Solved by Traditional Solutions

01. Funding flows to Individual Organizations

02. Funding organizations often compete and work independently

03. Evaluation attempts to isolate an organization's individual impact

04. Large scale change is assumed to depend on scaling organizations

05. Corporate, government, and nonprofit sectors are often disconnected
We have to think beyond "Health Insurance"
What would you do for your community with “one million dollars”