



Building collaborative capacity and taking collaborative action

20 May 2021

Welcome

If this is your first session on the programme, what are you hoping to learn?

If you have been to previous sessions, what has been the most valuable thing you have learned so far?

Our Learning Journey

A: The foundations of systems leadership

1. Thinking in systems
2. Your role in leading change
3. Understanding your system

B: Becoming a system activist

4. Skills and behaviours for systems leadership

Skills sessions:

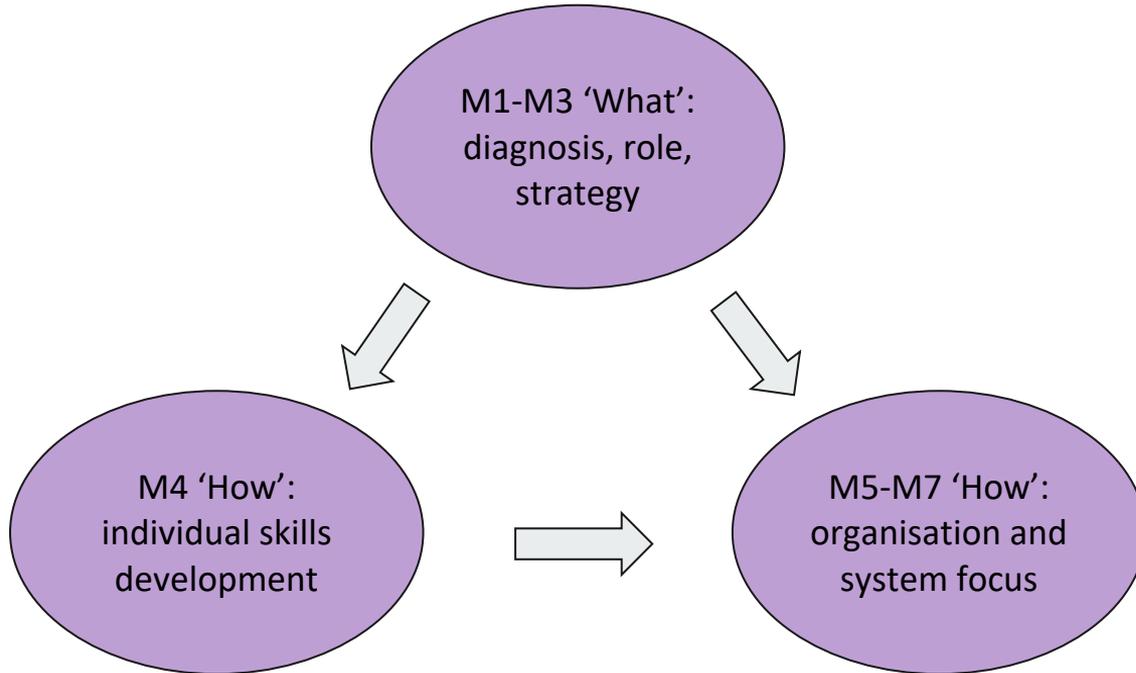
- Relationship building; developing empathy
- Understanding biases; valuing difference
- Storytelling; change conversations; influencing
- Negotiation

C: Building collaborative capacity and taking collaborative action

5. **Building collaborative capacity**
6. Partnering across difference
7. Changing systems through collaborative action

D: Learning as a driver of systems change

8. Developing good learning habits and culture; measurement and impact



Building Collaborative Capacity



Today

C: Building collaborative capacity and taking collaborative action

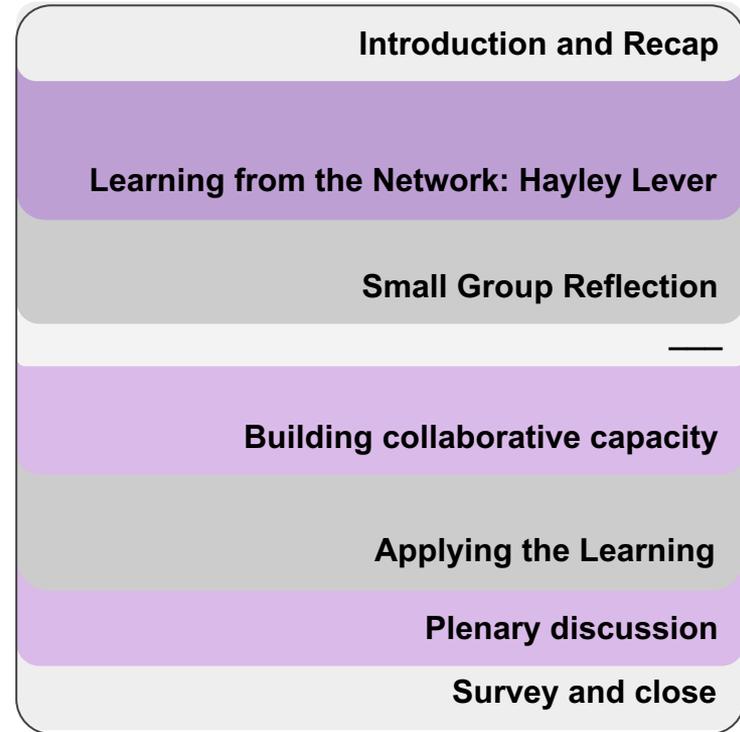
5. Building collaborative capacity

Follow up peer led session

5. Partnering across difference

5. Changing systems through collaborative action

Follow up peer led session



Key learning

- Why is collaboration key to systems change?
- What enables and inhibits collaboration?
- What is needed to sustain collaborative efforts over time?

Learning from the Network



Guest Speaker - Hayley
Lever

CEO GreaterSport
GM Moving Executive Lead

Links from Hayley

GM Moving video setting out the next phase of the strategy journey (recorded in Jan):

<https://www.youtube.com/watch?v=dPKk6aV87HY>

GM Moving animation- working in complex systems – 3 min watch:

<https://www.youtube.com/watch?v=fDaRZUkxteY&t=62s>

Relevant blogs:

On Enablers for Change

<https://hayleyleverblog.wordpress.com/2021/02/16/illuminating-change-gm-moving/>

On Pointers for Leadership Practice

<https://gmmoving.wordpress.com/2019/02/21/gm-moving-pointers-for-practice/>

On System Leadership in Action

<https://hayleyleverblog.wordpress.com/2020/12/15/system-leadership-in-action/>

GM Moving Journey

<https://hayleyleverblog.wordpress.com/2020/06/11/learning-all-the-time/>

Really powerful 10 min video from Berkana Institute:

<https://www.youtube.com/watch?v=LQWKmtx8L2s>

Group work



Group work 1

Discuss in your groups:

- Why is sustained collaboration in your local system(s) difficult?
- What has, or could, enable it?

Take a break at 10:35, then back at 10:40

Building and sustaining a collaborative effort

Start with relationships

- Find fellow travellers
- Set ambition and expectations
- Develop healthy collaborative habits and ways of working



Create sufficient structure

- Collective Impact
- Shared vision
 - Shared measurement
 - Mutually reinforcing activities
 - Continuous communications
 - Backbone support

Develop and maintain healthy collaborative habits

- Hold the tension: between common purpose and diverse perspectives
- Keep listening
- Share power; distribute leadership
- Mutual respect and accountability
- Learn together
- Keep communicating

Useful links

Collaborate publications:

<https://collaborateci.com/tagged/our-reports>

Building Collaborative Places: Infrastructure for Systems Change

http://wordpress.collaboratei.com/wp-content/uploads/Building-Collaborative-Places_Digital-Report-Pages-2.pdf

Changing Local Systems

http://wordpress.collaboratei.com/wp-content/uploads/hl_changing-local-systems_FINAL-3.pdf

About Collective Impact:

Collective Impact Forum

<https://www.collectiveimpactforum.org/>

Collective Impact, by John Kania and Mark Kramer (the founding SSIR article):

https://ssir.org/articles/entry/collective_impact

SSIR Collective Impact supplement

https://ssir.org/supplement/collective_insights_on_collective_impact#

Backbone starter guide

<https://collectiveimpactforum.org/sites/default/files/Backbone%20Starter%20Guide.pdf>

Group work



Group work 2

Discuss in your groups:

- What is needed to strengthen collaborative capacity within the system(s) you are trying to influence?
- What can *you* do to build it?

Back at 11:15

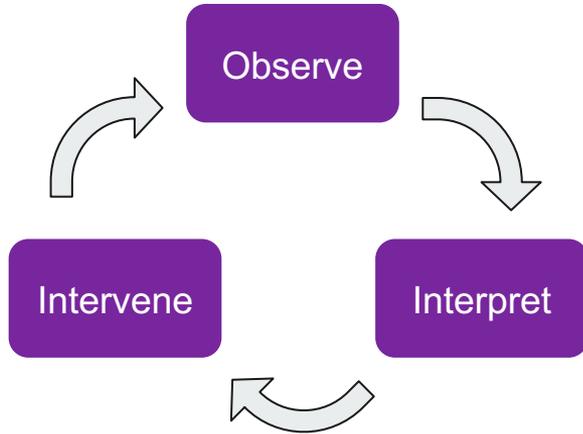
Debrief



Personal Reflection

Personal Reflection

Think of a group or collective endeavour you are involved in
(e.g. sports team, book club, work example)



Observe: what holds the group together?

Interpret: what could strengthen the group?

Intervene: what can you do to strengthen the group?

Observe: what difference did your intervention make?

Closing



Key learning

- Changing systems requires the work of many, acting together
- Conditions which support collaboration can be fostered; relationships are key
- Sustaining collaborative action requires healthy behaviours and enabling infrastructure

Next Steps

C: Building collaborative capacity and taking collaborative action

- 5. Building collaborative capacity
Follow up peer led session
- 5. Partnering across difference
- 5. Changing systems through collaborative action
Follow up peer led session

D: Learning as a driver of systems change

- 8. Developing good learning habits and culture; measurement and impact
Follow up peer led session

Peer Led Session

Recap

What:



I understand: I can talk about what I've learned



I see the relevance: I get how what I've learned is valuable to me



I can act: I am beginning to apply what I've learned

How:

Discussion with peers: freedom to say, 'I don't understand'

Space for reflection: using ourselves as data

Using the system in the room to experiment



collaborate
for social change