The Forum for Youth Investment

Backbone Assessment

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Access Code: 2073334

Housekeeping

- If you haven't already, please dial by phone:

  866.740.1260

  Access Code: 2073334

- Slides & the recording will be emailed afterwards

- We will have dedicated time at the end for questions. Please chat your questions in here:

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Welcome and Introductions

Ian Faigley, Online Moderator

Kiley Bednar, Presenter

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Backbone Supports

- Are you currently:
  - Considering your organization's role as a backbone support organization
  - Working to identify/select a backbone organization in your community
  - Working to identify/select a set of backbone organizations in your community

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Agenda

- One Leadership Challenge in Collective Impact
- Backbone Assessment Tool
- Multiple Uses
- Examples
- Questions
- Opportunity for Further Learning & Action

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There are Five Conditions to Collective Impact Success

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Backbone Organizations Engage in Six Important Activities

6 Activities of Backbone Organizations

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement
4. Build public will
5. Advance policy
6. Mobilize funding

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What are Leadership Challenges in Backbone Development?

- Identifying backbone organizations

- Delineating supports

- Navigating hazards and benefits of concentration

Backbone Support Organizations: Assessment

Do you have the Skills?

6 Activities of Backbone Organizations

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement
4. Build public will
5. Advance policy
6. Mobilize funding

Do you have the bandwidth?

1. Dedicated Staff (with skills)
2. Organizational buy-in
3. Sustainability potential
4. Start-up flexibility – *willingness to serve in interim or time limited role*

Is it a Fit?

1. Partnership's vision matches your vision
2. Geographic Scope – similar to Partnership
3. Geographic Levels – neighborhood, city/county state
4. Leadership Levels – respected by grasstops and grassroots
5. Credibility – are you seen as the natural leader in this space?

Backbone Support Organizations

Communities often have more than one organization that can take on aspects of an overarching leadership and coordination role. Below are several attributes to consider when determining which organization(s) are the strongest candidates for playing these roles.

*Name of Organization:*_____

Describe your relationship to the organization and how well you know them:

_____

_____

Backbone support organization(s) should have the capacity to...		rank on a scale of 1 (low) to 5 (high)	Notes
Vision*	. . . support a set of big picture goals (across ages, populations, outcomes, approaches).		
Geographic Scope	. . . mirror the geographic footprint of the partnership.		
Geographic Levels	. . . connect across levels – neighborhoods, city/county, local/state.		
Leadership Levels	. . . connect with, understand and be respected by grasstop and grassroot leaders and coalitions.		
Alignment*	. . . connect and align efforts under a common agenda, resolving competing priorities, directing resources and building bridges between groups.		
Convening	. . . convene stakeholders across sectors, systems, levels, related coalitions, provider networks and partnerships.		
Strategy & Action	. . . facilitate strategic planning and coordinate implementation of action plans.		
	. . . build public will, effectively communicate		

Sample Visual

	Organization 1	Organization 2	Organization 3	Organization 4
Sample Size (Total N = 15)	*15*	*11*	*14*	*12*
Vision	3.0	2.0	4.0	2.0
Geographic Scope	2.0	3.0	4.0	4.0
Geographic Levels	4.0	3.0	3.0	4.0
Leadership Levels	5.0	2.0	4.0	2.0
Alignment	2.0	2.0	4.0	3.0
Convening	1.0	2.0	4.0	3.0
Accountability	1.0	4.0	5.0	4.0
Credibility	3.0	5.0	4.0	3.0
Fund Development	4.0	5.0	2.0	4.0
Staffing	2.0	3.0	4.0	3.0
Performance	3.0	2.0	3.0	4.0
Organizational Buy-in	3.0	2.0	4.0	3.0
Start-up Flexibility	2.0	2.0	3.0	4.0
Strategy & Action	1.0	2.0	3.0	3.0
Public Will & Policy	4.0	2.0	2.0	5.0
Measurement & Analysis	4.0	3.0	3.0	1.0
Overall Score	**3**	**2**	**4**	**3**
Number of High Scoring Functional Areas	*3*	*2*	*8*	*6*

*Scores represented as median.

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Uses

- Self-Assessment

- Peer Assessment

- Match-up between backbone organization and wider community

- Putting together the best infrastructure

Considerations

- Transparency

- Intentionality

- Likely and unlikely suspects

- Standard by which to evaluate

- Can be adapted to community's priorities and needs

Case Studies

Small, Midwestern city

- Few backbone 'candidates'
- Geographic alignment was very important
- Tool clarified that there really was only one current organization equipped to take role on

Regional Effort in Midwest

- Multiple backbone 'candidates'
- Interest from multiple organizations
- Tool clarified fit during self-assessment
- Brought forth a number of organizations who could play different roles: data convener, media outreach, fiscal responsibility
- Potentially better to build on strengths of many rather than 'anoint' one

Q & A

OPPORTUNITIES TO LEARN MORE

Take Shape: Scope, Structure & Staffing

- For leaders who are in the early stages of a collective impact approach

- Participants will:
  - Conduct three online assessments in their community and receive a tailored data analysis
  - Receive one-on-one coaching from the Forum
  - Engage in a peer learning cohort

Opportunities to Learn

- Big Picture Approach Institute
  - March 4-6, 2014
  - Silver Spring, MD

Take Shape
- Form
- Connect

Take Aim
- Frame
- Engage

The recurring steps of **Community Change Management**

Track Progress
- Track
- Improve

Target Action
- Visualize
- Align

Take Stock
- Analyze
- Validate

Stay Connected

- Learning and Engagement Opportunities Throughout the Year, from the Forum and Partners in the Collective Impact Field.

- www.facebook.com/readyby21

Please complete the webinar evaluation.

Thank you!

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