



# **COLLECTIVE IMPACT FORUM**



**Virtual Office Hours**

**Managing Change in (Rapidly) Changing Times**

**March 26, 2020**

# Welcome to the Q&A

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- We want to hear from you! Share your **questions** in the question box on the right.
- A **recording** of today's discussion will be made available within 24 hours. We'll send you an email once it's online.
- Download a PDF of this presentation in the Handout Section on the right of your screen.



**Jennifer Splansky  
Juster**  
Executive Director,  
Collective Impact  
Forum

# Thank you for joining

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## Ways to Join the conversation

1

### Ask a question

Send questions via the Q&A box on the right of your screen.

2

### Share on Twitter

@CIForumtweets  
@FSGtweets  
#CollectiveImpact

## Technical assistance

E-mail Ask for assistance in the Question box on the right or email [info@collectiveimpactforum.org](mailto:info@collectiveimpactforum.org)

# Team Status Check: How are you doing?



**Red** = Imminent Overload. Main priorities only. Help and reprioritization needed to change status.



**Orange** = Very busy juggling many priorities. Difficult to add course corrections, new thinking, or additions.



**Yellow** = Busy. Lots of things to do, but managing. Keep an eye out for signs of **Orange**.



**Green** = Good balance of work. Feeling positive and productive, and have room to review and innovate.



**Blue** = Bored. Feeling unproductive and wishing for either more to do or more interesting work.



**Gray** = Listless and unfulfilled. Even if busy, your time does not feel positive and rewarding.

# Poll

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## How are you doing?

- A. **Red** – Hard to Focus; Feeling Overwhelmed, Immediate Needs Only; Need Assistance.
- B. **Orange** – Very busy/Lots to Manage – Difficult to make course corrections or consider new ideas
- C. **Yellow** – Hanging in there. Busy but not unmanageable.
- D. **Green** – Doing pretty good!
- E. **Blue or Gray** – Bored, listless, feeling unfulfilled or unhappy, feeling stuck

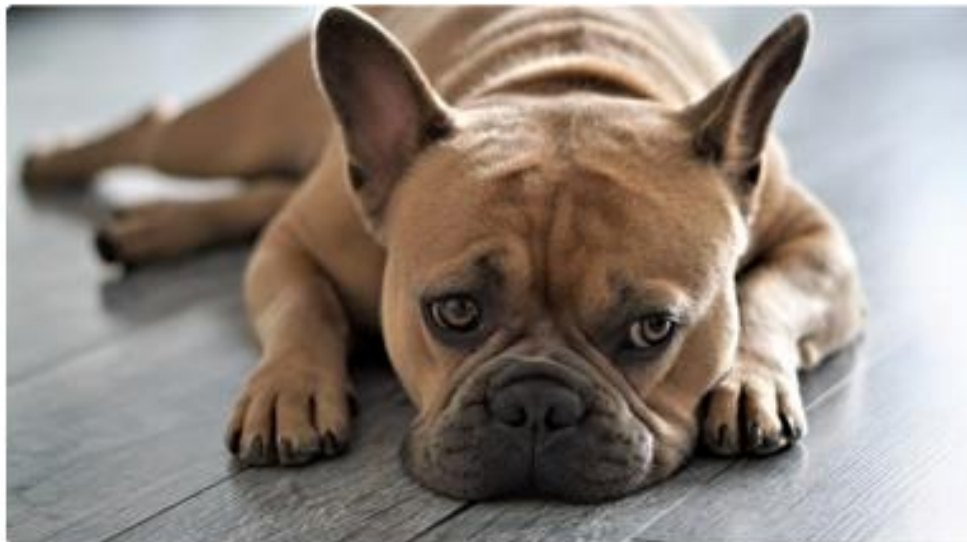
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# Managing Change in (Rapidly) Changing Times

# Things are not normal. It's OK to not be OK.

Posted on [March 23, 2020](#) by [Vu](#)

[Blog post](#) by Vu Le, author of Nonprofitaf.com



[Image description: A cute light-brown bulldog, lying on the ground, facing the camera, looking sad. This bulldog is all of us right now. [Pixabay.com](#)]

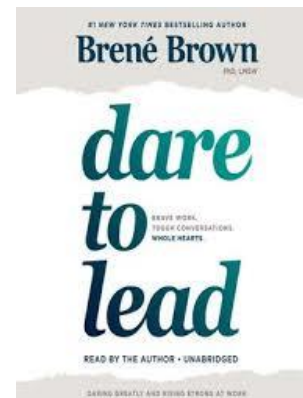
Hi everyone. It has been a long couple of weeks. I don't think many of us have experienced anything like this before. We've weathered awful things as a society, but this is something else, a threat not just to our physical health, but our livelihoods, our way of being, our groundedness, and our optimism for the

# Empathy

*Empathy is about connection not fixing. It is not about connecting to an experience, but about connecting to the emotions that underpin an experience.*

*It is about being with someone in their darkness, not racing to turn on the light so we feel better.*

1. **See the world as others see it, perspective taking:** Understand others' mental models, leadership or personality styles, differing interpretations. Be aware of power and privilege.
1. **Be nonjudgmental:** We judge where we are most susceptible to shame. We don't judge in areas where we feel a strong sense of self worth and grounded confidence.
1. **Understanding another person's feelings:** Must be in touch with our feelings. Recognize and name emotions.
1. **Communicate your understanding of another person's feelings:** "What I hear you say is..." Get under the surface. Become the listener and student, not the knower.
1. **Mindfulness:** Pay attention, listen actively (body language and verbal cues, paraphrase back, ask questions, share what is coming up for you)





*Find some ways to get off the dance floor and on to the balcony*

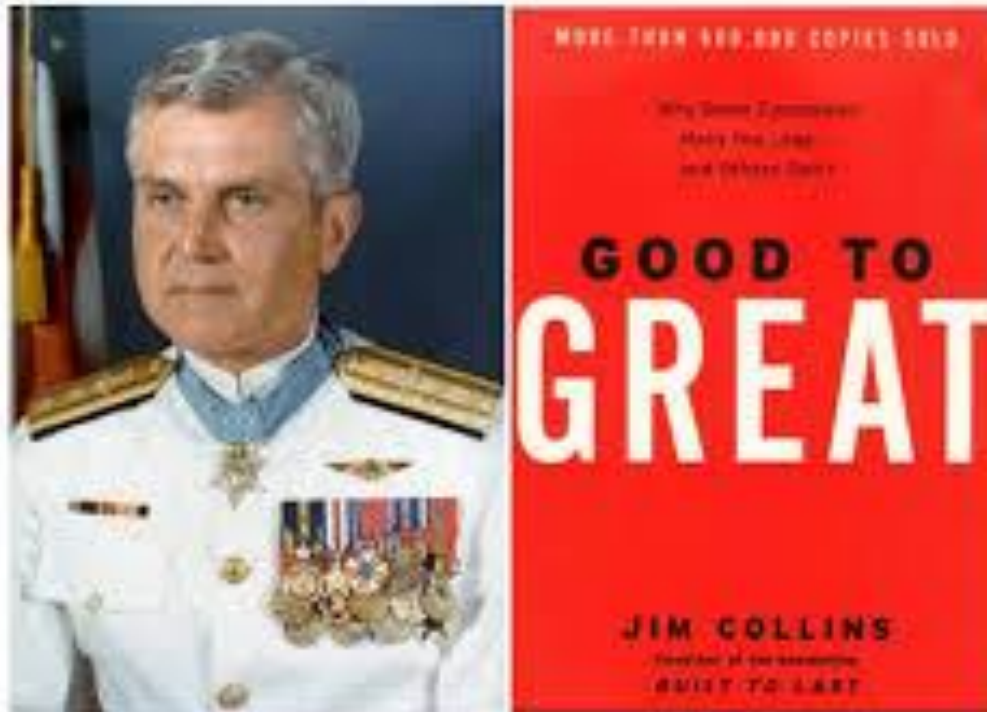
*Be unapologetic about unplugging and practicing self care. This is not a solo sprint but a relay.*

- Journal
- Meditate
- Exercise
- Read
- Hobbies
- Cook
- Talk to friends and family
- Check in with peers



# Stockdale Paradox

*“You must never confuse faith that you will prevail in the end – which you can never afford to lose – with the discipline to confront the most brutal facts of your current reality whatever they might be.”*



# Managing Change

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- Empathy for people's differing challenges and discomfort with change
- Early, clear, consistent communication
- Disclose how and why decisions are being made (show your math)
- Acknowledge trade-offs and losses
- Clearly describe change process; Give people responsibility for the change

# Jackson's 'collaboration muscles' paying off, says nonprofit CEO creating COVID-19 relief fund

Updated Mar 23, 10:33 AM; Posted Mar 23, 10:23 AM



daVinci Schools teachers Sam Brown, right, and Heather Raymond deliver lunches to students at home around the Jackson area on Thursday, March 19, 2020. The school felt that it was best to deliver the food rather than have a pickup site. J. Scott Park | MLive.com



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By [Taylor DesOrmeau](#) | [tdesorme@mlive.com](mailto:tdesorme@mlive.com)

JACKSON, MI – Jackson County nonprofits are coming together to tackle three big community needs, as the coronavirus pandemic sweeps in.

Advertisement



RECOMMENDED FOR YOU



# Collective Impact

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1. Guess what: You are going off plan and won't make performance measures and that is OK
2. How can you support any special needs your intended beneficiaries are facing now?
3. What special vulnerabilities might your intended beneficiaries face if they get the virus? How can you prepare and support them?
4. How will your work be impacted if you or your colleagues get the virus and are out for 2 weeks or more? What contingencies or support might you or colleagues need?
5. How can you support any of your partners overwhelmed by demand and/or facing financial crisis?
6. What do your local system leaders need? Can you help them facilitate, recruit, or manage partners for collaborative action?
7. What other assets do you have – the collective structure, systems, and relationships – that can be deployed?
8. Advocate for funders to release restrictions on granted funds for you and partners this year. Educate them on needs you are seeing among partners and populations.
9. How will you adapt your strategies and timeline to not lose ground once things settle? What will you learn from this experience you can apply to re-planning?
10. Be empathetic and patient with colleagues' pace and productivity

# Q&A



2020 Virtual

# COLLECTIVE IMPACT CONVENING



MAY 6-8, 2020

## ***2020 Collective Impact Virtual Convening*** ***Online-Only Event | May 6–8, 2020***

The 2020 Virtual Convening will feature an array of keynote talks, case studies, how-to sessions, and tool sessions on topics such as community engagement, use of data, mental models, narrative change, policy change, building relationships, and systems change.

**Plus:** With the Convening being virtual this year, we're recording the sessions, and attendees will have access to *\*all\** the recordings after the event.

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# Collective Impact Forum Podcast

Sharing resources to support social changemakers  
working in cross-sector collaboration



We're excited to share the [Collective Impact Forum Podcast](#), a new ongoing series that brings you resources and stories from the field about the complex work of cross-sector collaboration.

**The first seven episodes are now available** for streaming and downloading. Click on each episode below to listen in.

You can also find each on **your preferred podcast-streaming platform**, including [Itunes](#), [Spotify](#), [iHeartRadio](#), and [Stitcher](#). Subscribe now, and never miss a future discussion on the ins-and-outs of collective impact.