



COLLECTIVE IMPACT FORUM



September 8, 2021

Office Hours:

How to Manage Differences and Difficult Conversations



Land Acknowledgement

We would like to acknowledge that this session is presented and recorded on the traditional land of the Ojibwe, the Potawatomi, the Menominee, the Ohlone, the Coast Salish, the Suquamish, and the Duwamish people past and present.

We honor with gratitude the land itself and the Ojibwe, the Potawatomi, the Menominee, the Ohlone, the Coast Salish, the Suquamish, and the Duwamish tribes.

Thank you.



Participatory Land Acknowledgement

Please let us know the indigenous lands that you are on in the chat!

If you are not sure whose land you are on, and are based in the United States or Canada, you can either:

- Enter your location here: <https://native-land.ca/>
- Text your city and state or zip code to **1-855-917-5263**

This text service is an open source project created by Code for Anchorage



Welcome!

- We want to hear from you! Share your **questions** in the Q&A section where the moderator can review them.
- A **recording** of today's discussion will be made available within 24 hours. We'll send you an email once it's online.
- When using the chat box, if you want all attendees to view your message, make sure to designate it “**All Attendees and Panelists.**”
- Share on Twitter at **@CIForumtweets** and **#collectiveimpact**

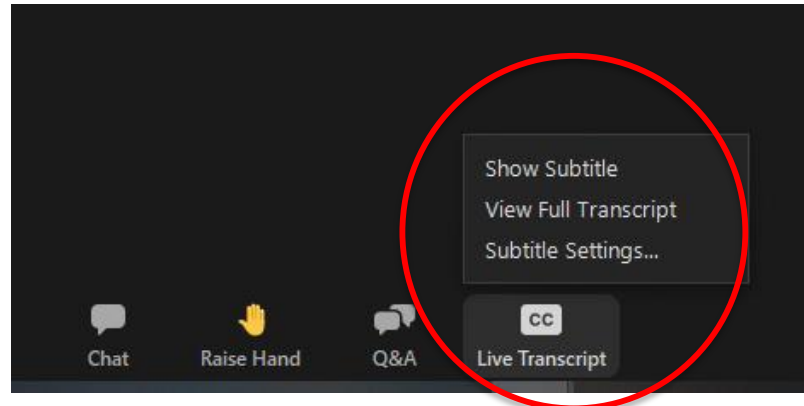


Live Captioning

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If you wish to turn them off, go to **Live Transcript** in your webinar menu and choose Hide Subtitle. Click Show to see the captions appear.



For Technical Assistance

Ask for assistance in the Question box or email tracy.timmons-gray@collectiveimpactforum.org



Collaborative Leadership

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Start with Self

Practice Empathy

Build Trust

Difficult Conversations

Who are you?

1. What?
Purpose



3. How?
Values

2. Why?
Influences

4. Assets,
Needs
Support

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.

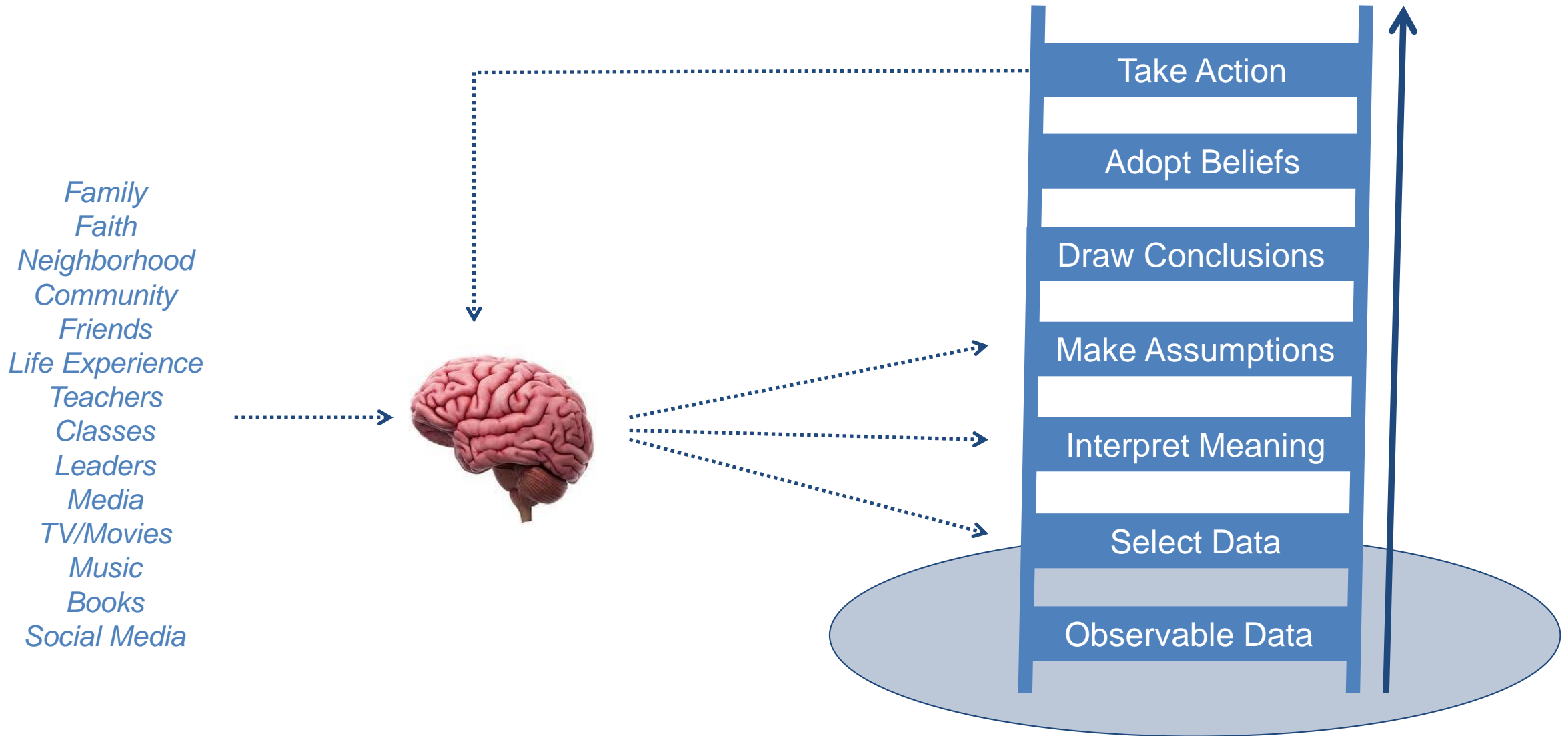
Empathy Skills

1. Put yourself in their shoes, get perspective
2. Be nonjudgmental
3. Understand their feelings
4. Communicate your understanding of their feelings
5. Be mindful in conversation

Empathy Misses

1. Sympathy vs Empathy
2. Confirm their shame
3. Knock them off their pedestal
4. Find someone to blame
5. Minimize
6. Compare

Mental Models & Ladder of Inference



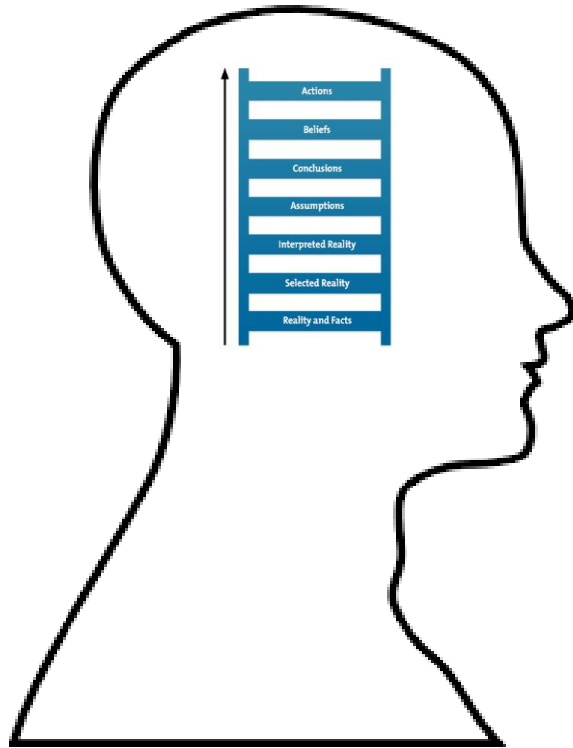
Building and Repairing Trust

1. Be sincere and reliable
2. Acknowledge others' assets and gifts.
3. Clarify and confirm expectations
4. Invite feedback and test your interpretations and assumptions
5. Ask for help and check in
6. Judge people as individuals
7. Own mistakes, failures, unfulfilled promises

Build Trust in a Group

1. Build relationships
2. Clarify roles, responsibilities, and expectations
3. Define shared values and groundrules
4. Facilitate intentional, transparent, and fair meetings
5. Name and negotiate interests
6. Learn to surface elephants, have difficult conversations

Difficult Conversations



1. Balance Inquiry & Advocacy

- “My Truth” to “my Perception,”
- Blame to Contribution,
- Intention to Impact

2. Share my story:

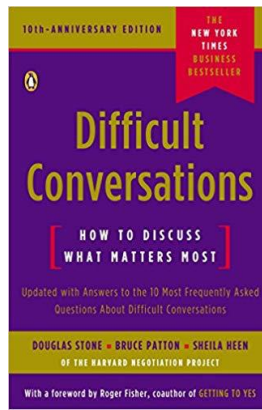
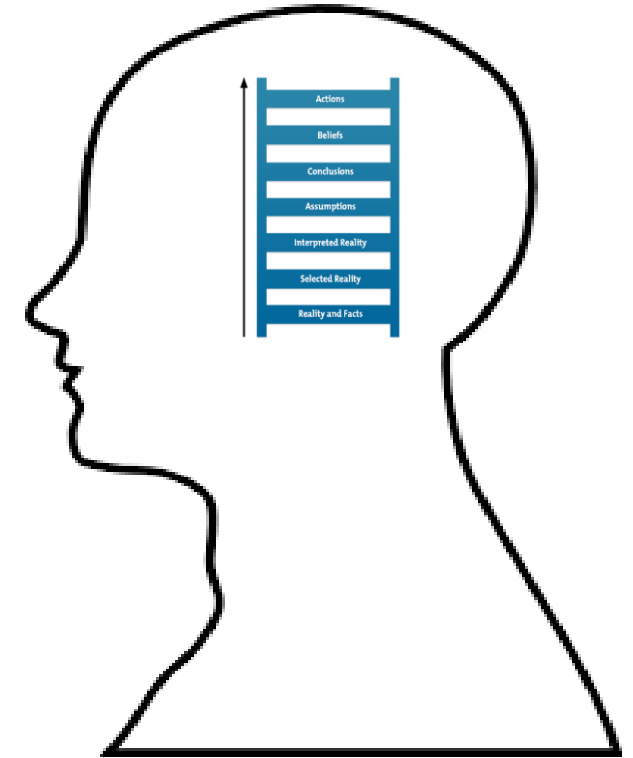
- Walk up my ladder
- Own my emotional and identity stakes

3. Listen to their story

- Walk up their ladder
- Ask questions
- Paraphrase back

4. Create a Bridge Story

- Treat both stories as legitimate and work on the difference between the two stories





Q&A



CHAMPIONS FOR CHANGE

Leading a
Backbone Organization
for Collective Impact

[Champions for Change 2021](#) is our annual workshop, designed for those new to collective impact.

2021 Format: Three-week virtual workshop

- Sept. 21 - Oct. 5, 2021
- Tuesday conference sessions
- Wednesday and Friday office hours
- All sessions will be recorded

Who should join?

- Collective impact initiatives in the first 1 – 2 years
- Staff new to playing the backbone role

[Learn more and Register](#)



[Collective Impact Forum Podcast!](#)

You can find this ongoing series on **your preferred podcast-streaming platform**, including [iTunes](#), [Spotify](#), [iHeartRadio](#), and [Stitcher](#). Subscribe now and never miss a future episode!

30 Episodes so far released. Podcast highlights include:

- Getting Started in Collective Impact
- Collaborating during COVID-19
- Holding Hard Conversations and Moving Beyond Neutrality
- Building Trust among Partners and Sharing Credit
- What is the Role of the Backbone in Collective Impact?