

Working Together to Achieve Collective Impact

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Palm Beach County Oral Health Coalition

Florida Public Health Institute

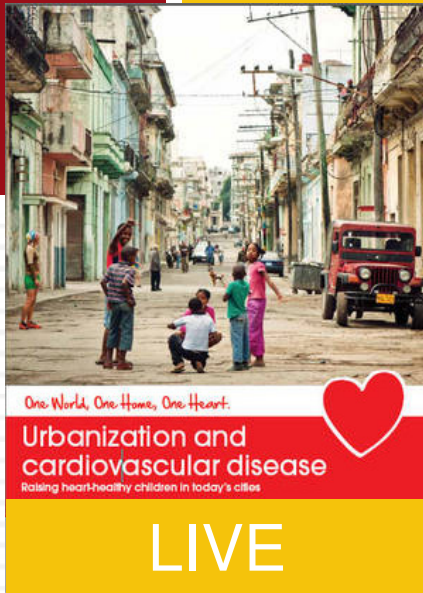


Leading Change

The Role of Leadership and Leadership Development for Collective Action



Why do we need a multi-sectoral call to action?



WORK



PLAY

Leadership to what end...



Strengthening collaborative leadership skills to accelerate results

Leaders build capacity to:

Resolve conflict to create positive gain

Execute priorities together through high action and high alignment

Solidify joint decisions that stick

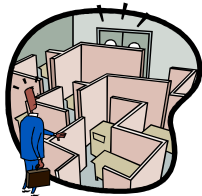
Use data to drive decisions

Leverage contributions to the critical work

Turn talk into aligned actions

Stay connected to each other and the result

Cross Sector Collaboration

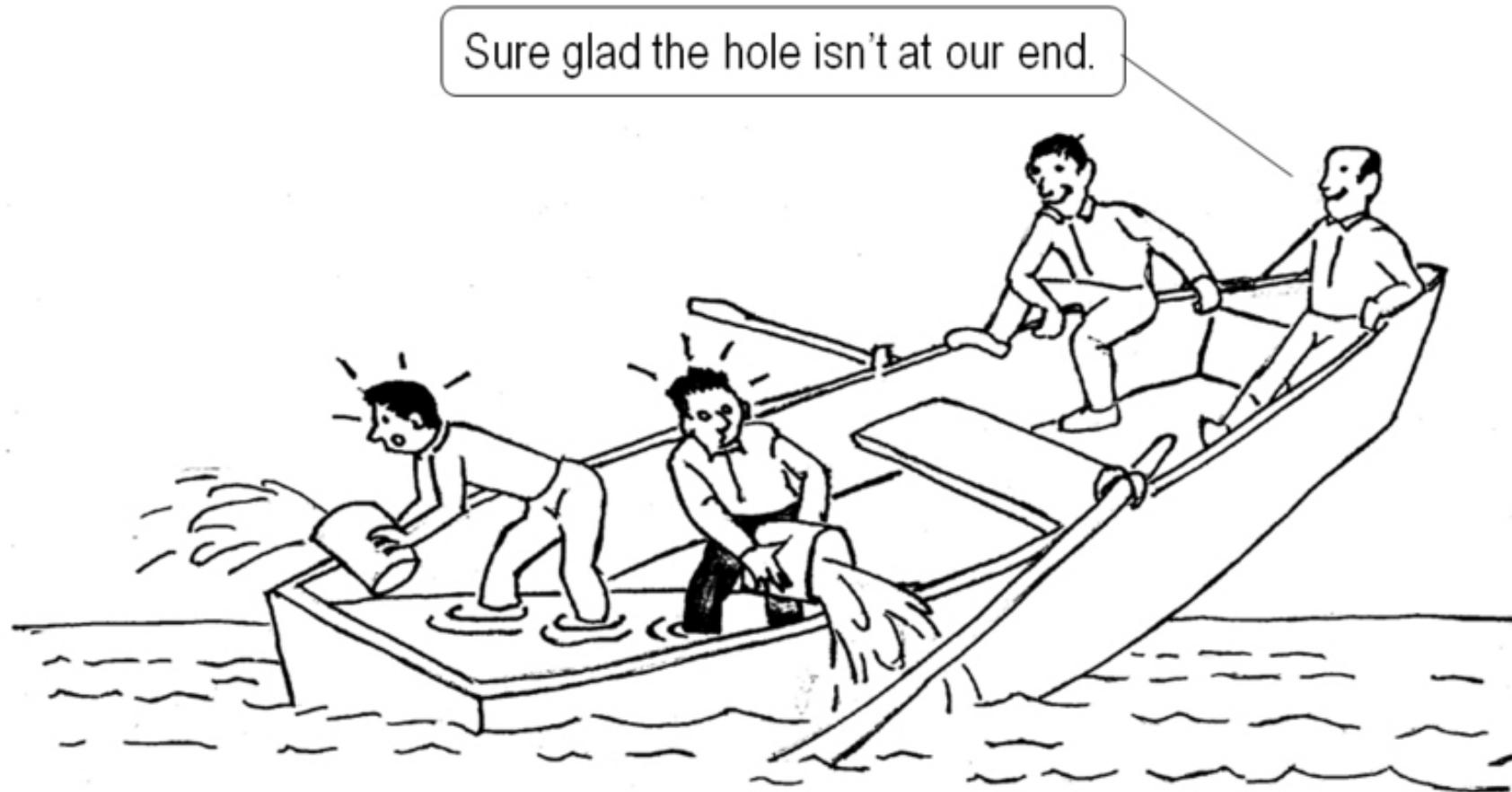


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Shared Accountability

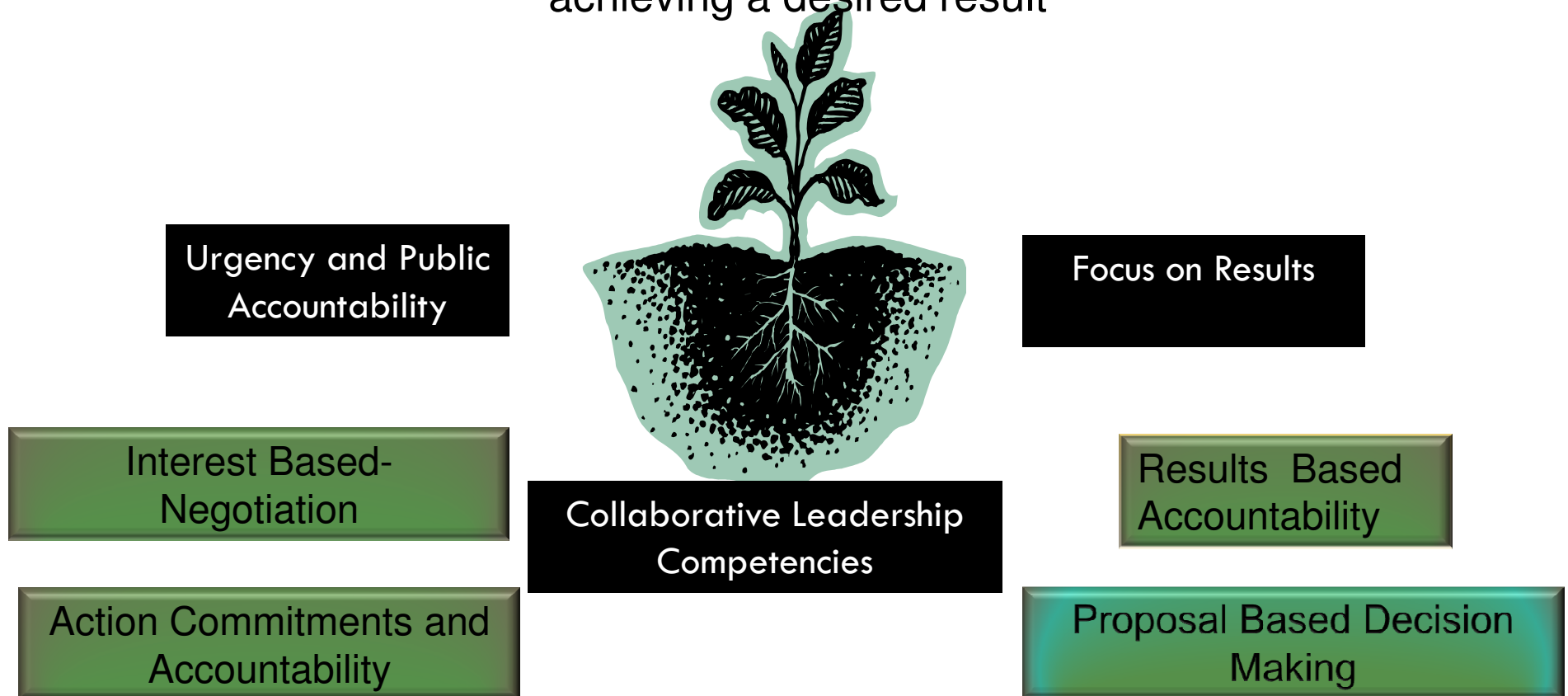


Results Based Leadership Framework

7

Rooted in a Theory of Change

Population level changes are most likely to occur if a group of leaders come together across sectors and agencies and focus their efforts on achieving a desired result



Results from today's session



We will:

- Explore and apply a results based framework for collaborative leadership
- Discuss how we might be able to use this approach for our oral health coalition
- Make an action commitment related to how the tool might be used in current work



Getting to Results...

Moving from Talk to Action

Results Based Accountability Framework

Idea...discussion...action



- Think of a situation where you were working together to advance a project, policy or intervention
- What were some of the challenges?
 - ▣ How did the group come to agreement?
 - ▣ How did you decide on the actions?

Challenges in Collaborative work..



- ❑ No clear result that everyone agrees upon
- ❑ No real sense/measure of whether you are making progress
- ❑ No clear understanding of the factors impacting the issue (moving beyond individual assumptions)
- ❑ Competing priorities...

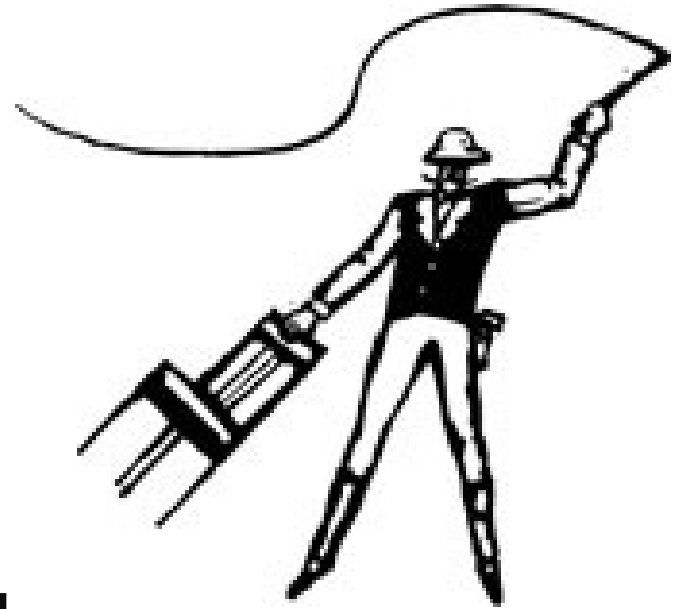


Results Based Accountability



A Framework for Collaborative Decision Making

If we are serious
about taming
bureaucracies ...
our best strategy
will be a **clear and
unrelenting
focus on results.**



Lisbeth B. Schorr, 1999
Author, Common
Purpose: Strengthening
Families and
Neighborhoods to
Rebuild America



COMMUNITY ACTION JOB DESCRIPTION

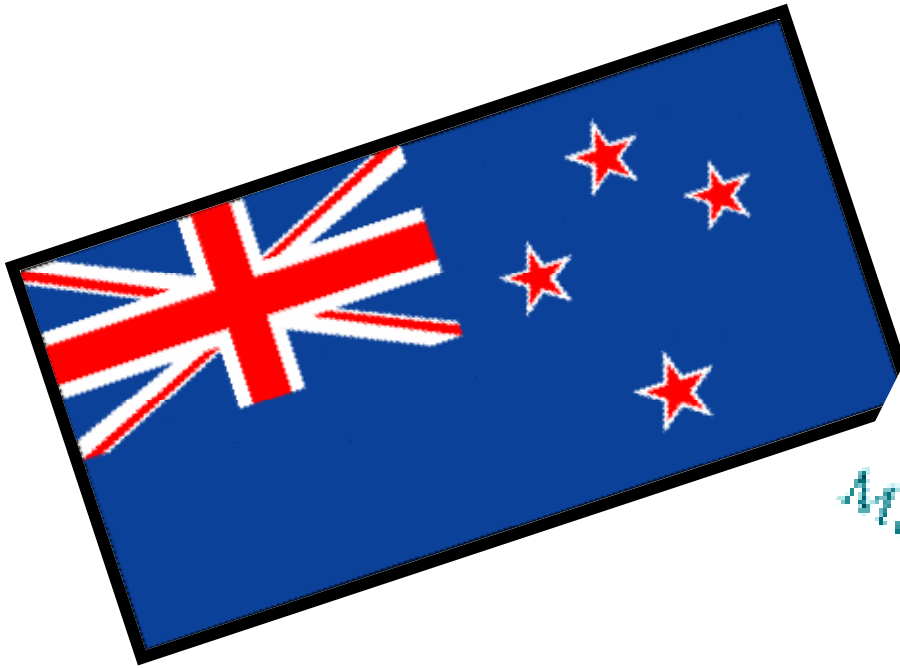
**Develop expertise in results
accountability model of community
change and be able to lead others in a
results-based process of community
change**



United Way of Tucson and Southern Arizona Population Results and Indicators



Results-Based Accountability Assistant, United Way Greater Lehigh Valley

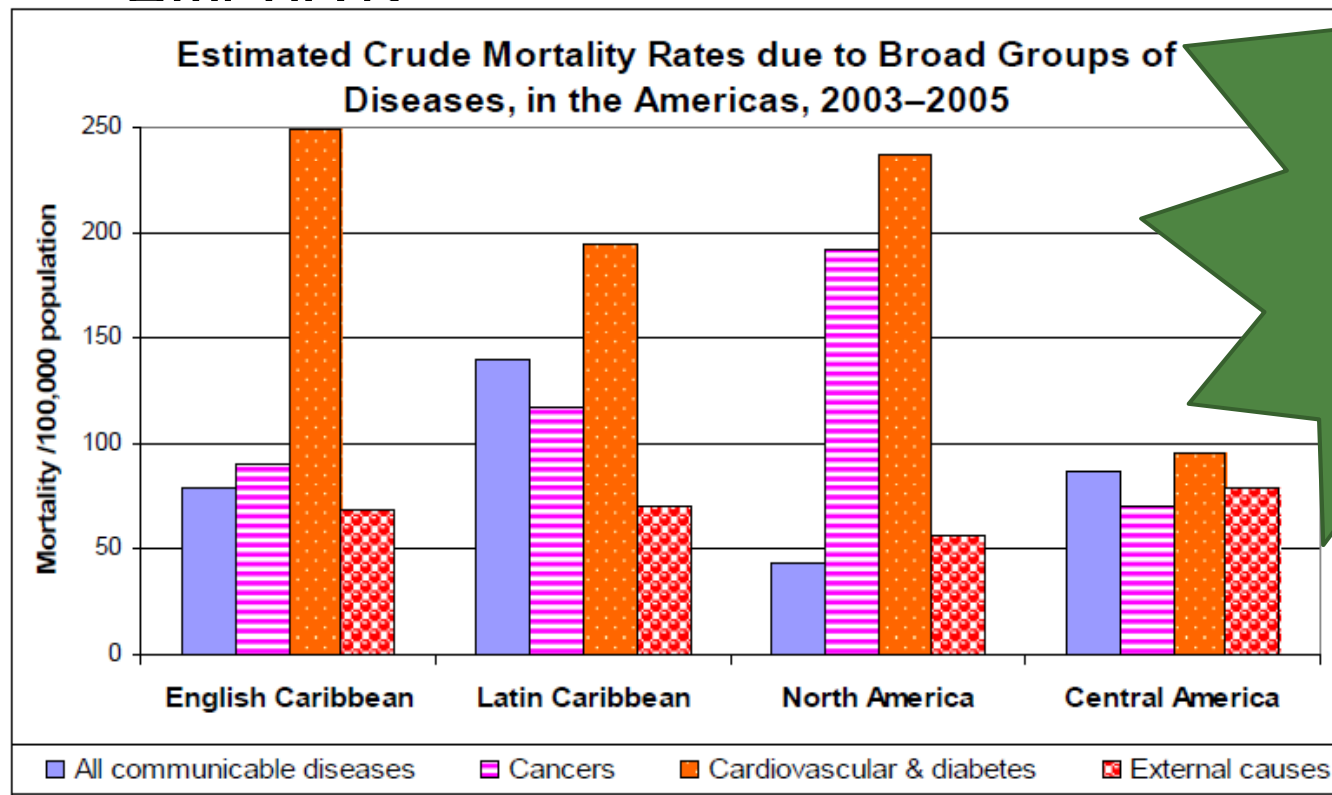


Results Based Accountability reaps rewards in Hawkes Bay

“Because this allows people to look at the bigger picture, they go beyond their own organisation’s viewpoint to see their community’s needs more objectively...”

Caribbean NCD Epidemic

- Caribbean epidemic of chronic non-communicable diseases (NCDs) is the worst in the region of the Americas



GDP impact:
(Diabetes and Hypertension)

Jamaica 5.9%
Trinidad 8.0%
(2001)

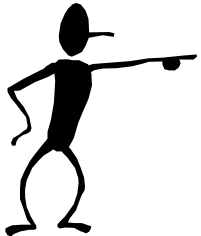
*PAHO Health
Situation in the
Americas.
Basic
Indicators 2008*



A Framework for Collaborative Decision Making

1. Common language
2. Starting with ends and
working backwards to means
(transparently and with data)

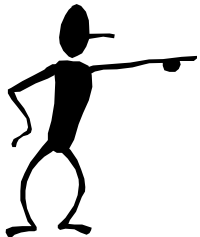
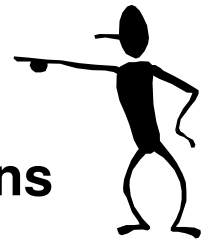
Results Based Accountability
is made up of two parts



Population Accountability

The well-being of
Whole Populations

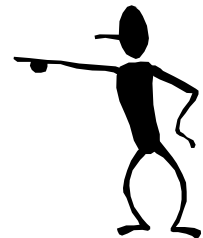
Communities – Cities – Counties – States - Nations



Performance Accountability

The well-being of
Client Populations

Programs – Agencies – and Service Systems



DISTINCTIONS

POPULATION
Accountability

POPULATION RESULT (or OUTCOME)

A condition of well-being for children, adults, families or communities.

Babies born healthy, Children succeeding in school, Safe communities, Clean environment

INDICATOR

A measure which helps quantify the achievement of a result.

Rate of Low Birth Weight babies, Rate of high school graduation, Crime rate, Air quality index

PERFORMANCE
Accountability

PERFORMANCE MEASURE

A measure of how well a program, agency or service system is working.

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

= Customer Results

**STARTING WITH ENDS
AND
WORKING BACKWARDS
TO MEANS**

***(Data-driven and transparent
decision making)***



**However beautiful
the strategy,
you should occasionally
look at the results.**

Winston Churchill

Challenging our Assumptions... an Example

- Poverty Action Lab (est 2003)- MIT
 - Result: Improving literacy and early education in Kenyan Children
 - Common sense: providing textbooks, educational materials and better schools
 - True levers for change:
 - Drugs for intestinal worms
 - Texts books did not align with curriculum for Kenyan children
 - Incentives for learning-
Scholarships for girls



Andrea Orr, Poverty Action Lab examines why some charitable programs work better than others, Stanford Social Innovation Review, Spring 2005

**Mental Models:
Deeply ingrained
assumptions,
generalizations, or even
pictures or images that
influence how we
understand the world and
how we take action.**

Peter Senge, *The Fifth Discipline*

Some Noteworthy Mental Models

- **"Who the hell wants to hear actors talk?"**

H.M. Warner, Warner Brothers, 1927.

- **"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."**

Western Union internal memo, 1876.

- **"We don't like their sound, and guitar music is on the way out."**

Decca Recording Co. rejecting the Beatles, 1962.

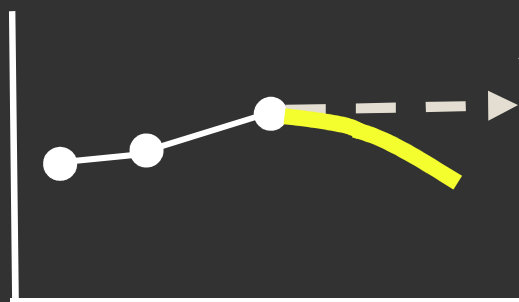
- **"There is no reason anyone would want a computer in their home."**

Ken Olson, president, chairman and founder of Digital Equipment Corp. 1977

Ends-to-Means, Data-Driven, and Transparent

Start at
the End

How are
we doing?



Data

Why?

Data

Who can help?

What are our options?

Data

What do we propose to do?

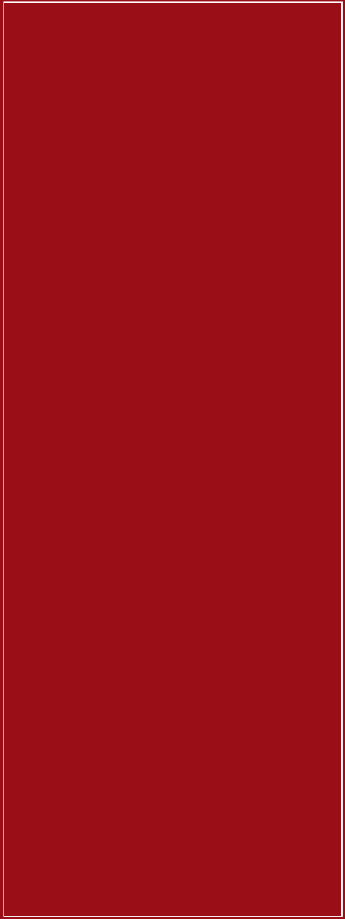
Work
Backwards
to Means

Results Based Leadership

Group Exercise

- Results:
 - ▣ ***Optimal Oral Health for all in Palm Beach County***
- Graph...
- In your group, walk through the “Turn the Curve Exercise”, consider:
 - ▣ 5Why’s (exploring story behind curve)
 - ▣ Strategies (feasibility, leverage)
 - ▣ Actions (what will your team do?)
 - ▣ Alignment of Why, Strategy and Actions

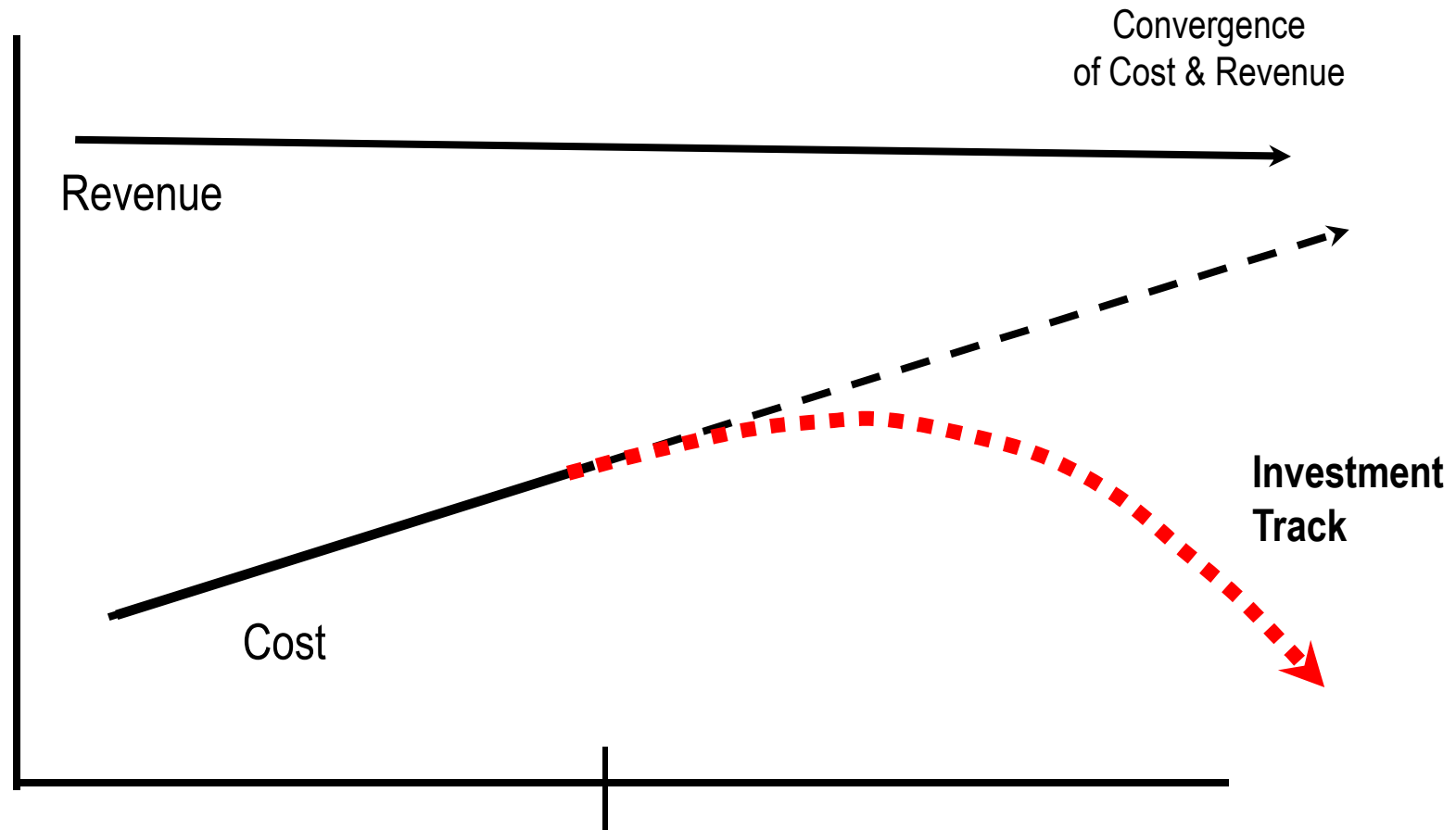
Report our from Small Groups

- 
- “Turn the Curve Exercise”, consider:
 - ▣ 5Why’s (exploring story behind curve)
 - ▣ Strategies (feasibility, leverage)
 - ▣ Actions (what will your team do?)
 - ▣ Alignment of Why, Strategy and Actions


What did you notice? What did you hear?

The Cost of Bad Results

The costs of remediating problems after they occur



Invest in prevention to reduce or avoid out-year costs.



Performance Accountability: Performance Measures

Performance Measures

1. How much did we do?

Who are our customers and what services do we provide to them?

2. How well did we do it?

How well do we provide those services?

3. Is anyone better off?

What is the desired impact of those services for/on our customers (a.k.a. “customer results”)?

Acknowledgement

Portions of these materials draw upon the work of:

1. Mark Friedman, Founder of the Fiscal Policy Studies Institute and author of: Trying Hard Is Not Good Enough (Trafford, 2005)
www.resultsaccountability.com; www.raguide.org
2. Peter Senge, The Fifth Discipline: The Art and Practice of the Learning Organization (Doubleday 1990); Fifth Discipline Fieldbook (Doubleday)
3. Doug Krug and Ed Oakley, Leadership Made Simple (Enlightened Leadership Publications,) and Enlightened Leadership: Getting to the Heart of Change (Simon and Schuster Canada, 1994)
4. Lisbeth B. Schorr, Common Purpose: Strengthening Families and Neighborhoods to Rebuild America (Doubleday, 1997)
5. Roger Fisher and William Ury, Getting to Yes (Penguin, 1981, 1991; Random House Business Books, 2003)



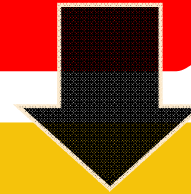
Dealing with Conflict

*Exploring and Addressing Differences,
Disagreements and Conflicts*

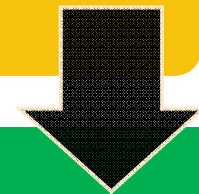
Dealing with Conflict...

Advancing your Project

Resistance



Conflict...(what? Where)



Negotiation....
Getting to Win-Win Solution

Check-In



Turn to the person next to you –

- ☐ *Discuss: One part of your work in Global Health you really enjoy?*

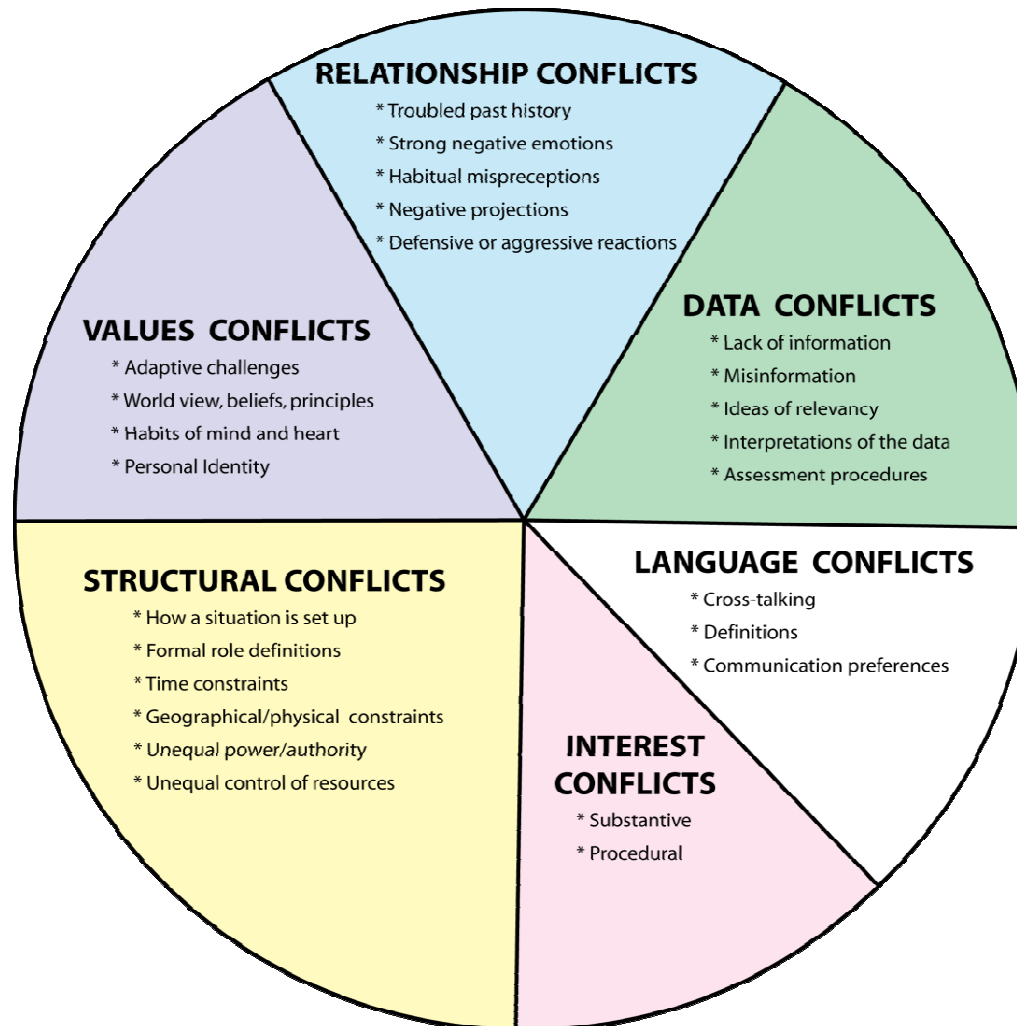
Reflection



We all have different relationships with conflict. Some seek it out, some hold it at arms lengths and others avoid it at all costs.

- Which do you do?
- What conflicts or difference (if any) have you faced, experienced or avoided within the context of your global health work?
- What was it, who was involved, how did it feel?
- Jot down your thoughts.

Circle of Conflict



Skill Development



- Using the Circle of Conflict, determine the type of conflict
- With your learning partner, share the conflict?
- Give peer consultation: What strategies being used? What strategies might be used to address the conflict or difference?
- What are your insights about possible approaches?
- What might you do based on insights?

Recap...

- ❑ Leadership development is “real time”
- ❑ Skills:
 - ❑ Reflective Practice
 - ❑ Circle of Conflict
 - ❑ Results Based Agenda
 - ❑ Action Commitments & Accountability



For further information:

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Results Based Leadership:
www.rblapps.org



TOOLS FOR PERSUADING AN INDIVIDUAL OR GROUP

4 Question Individual Change Test



1. How does this change/initiative relate to my job and what is in it for me?
2. Do I agree with the change?
3. Am uncomfortable with or afraid of the change?
4. **Tell me again what is in it for me?**

Jeff Oxidine, UC Berkeley

Persuading a group...

Aim for the Middle

- 5 categories
 - ▣ Champions of an issue
 - ▣ Allies of an issue
 - ▣ Fence-sitters (neutral)
 - ▣ Mellow opponents
 - ▣ Hard core opponents
- Moderates: “hard information”, evidence reports, material proof and other facts
- Using this same information to persuade everyone is too hard. Rely on the newly convinced moderates to convert the remainder of the group

Democracy Center, SF, CA

Bernard Caillaud & Jean Tirole, American Economics Review, Dec 2007