



*Working Differently:  
Achieving Community  
Solutions*

April 20, 2006



# Community Visions, Community Solutions:

## Grantmaking for Comprehensive Impact



Joseph A. Connor and Stephanie Kadel-Taras





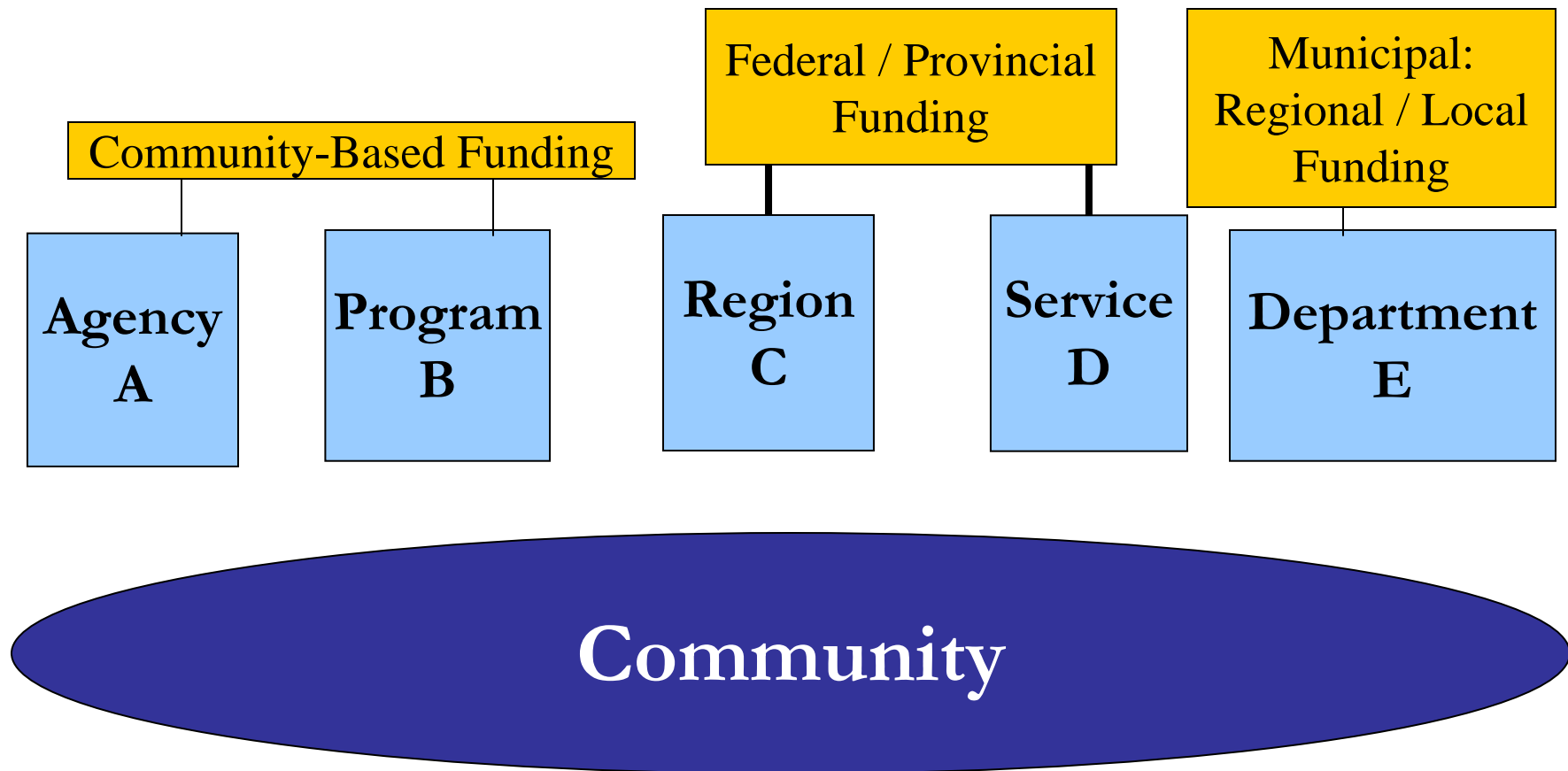
# Achieving Community Solutions

What makes the difference between a good movie and a bad movie?

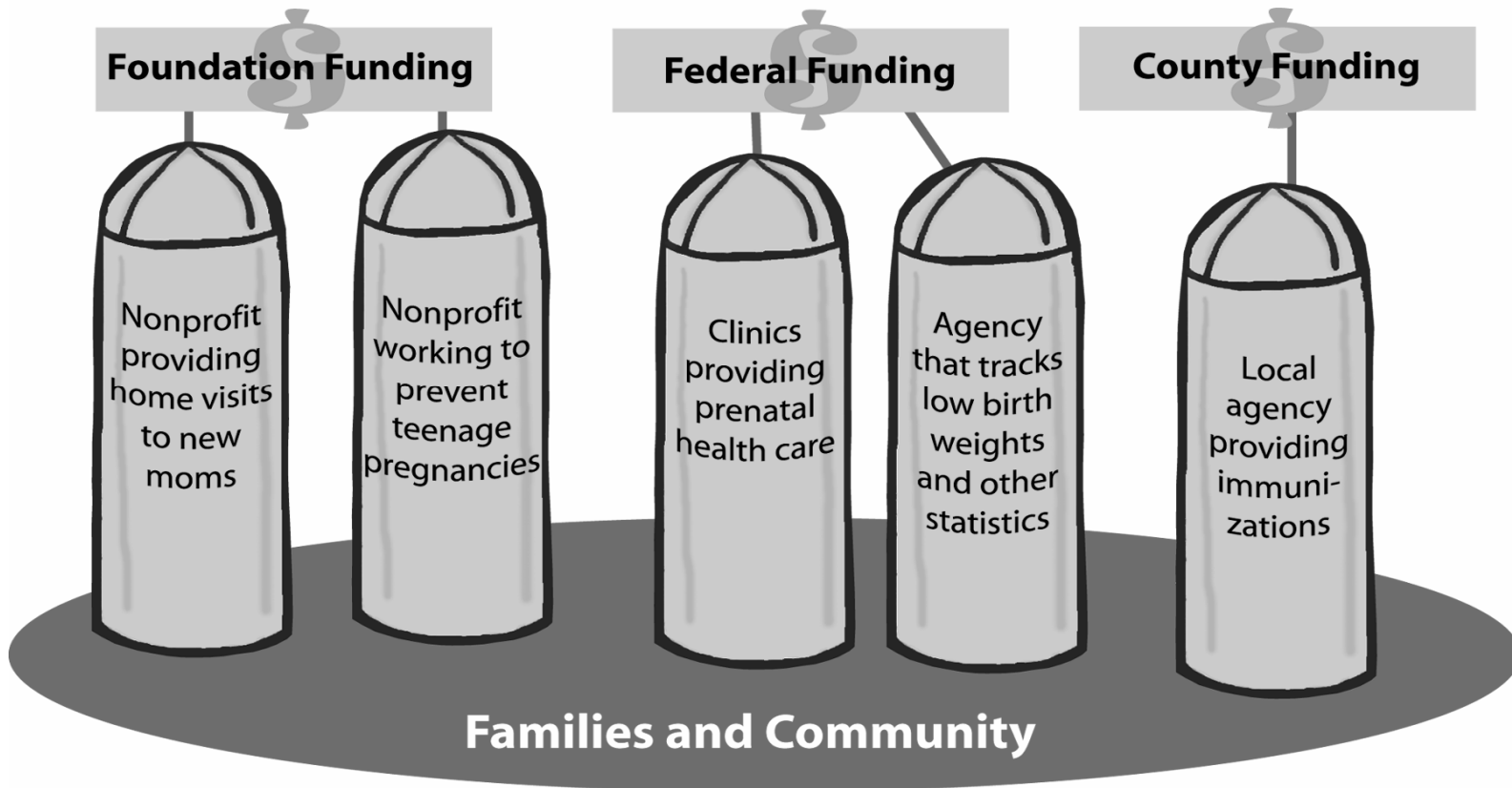
“Getting everyone involved to make the ***same*** movie!”

- Francis Ford Coppola

# Silo Services



# Silo Services



Social problem solving has evolved into a collection of piecemeal, often uncoordinated services, as shown in this figure. Here each “silo” has a separate part of the solution to improve prenatal and infant care.



# The Problem With Silos

- Fractured Funding/Resources
- Fractured Volunteer/Leadership
- Fractured Outcomes



# The Problem With Silos

**Deceptive ...**

(“good people doing good things”)

Volunteers, Nonprofit Agencies and  
Government Departments can deliver  
at the transaction level...



# The Problem With Silos

Yet the community is not  
necessarily better off...

...it may, in fact, be losing ground.



# The Problem With Silos

Without a focus on **Solutions**,

- transactions will continue to increase,
- requiring more resources,
- moving us further away from root-causes
- and from ever getting to solutions



# The Problem With Silos

- Remember *I Love Lucy*?

Viewing community problems in fractured sequence is like Lucy and Ethel working the line in the candy factory. **Eventually you have to start hiding ‘em or stuffing ‘em in your mouth or letting them drop on the floor simply to keep up.**



# “Solutions Are Everything!”

- Community Impact = **Solutions**
- Solutions attract and sustain community and volunteer energy and enthusiasm.
- A community’s highest **aspirations** are revealed and sustained through its systemic and strategic efforts to get to these solutions; to get to **action**
- Our work should be assessed **only** as to how it gets our community to solutions.



# Working Differently Together

Collaboration should be to ***create connections*** which give us the breadth to aspire to solutions!

Collaboration should be to achieve those ***solutions*** for our communities!

Collaboration should be designed from the perspective of the ***outcome***, not the silos!



# Convergence of Recent Trends

- Local control / government redistribution
- Information technologies
- Uneven results of “collaborations”
- Elevated donor / taxpayer expectations
- *“The Tipping Point”*

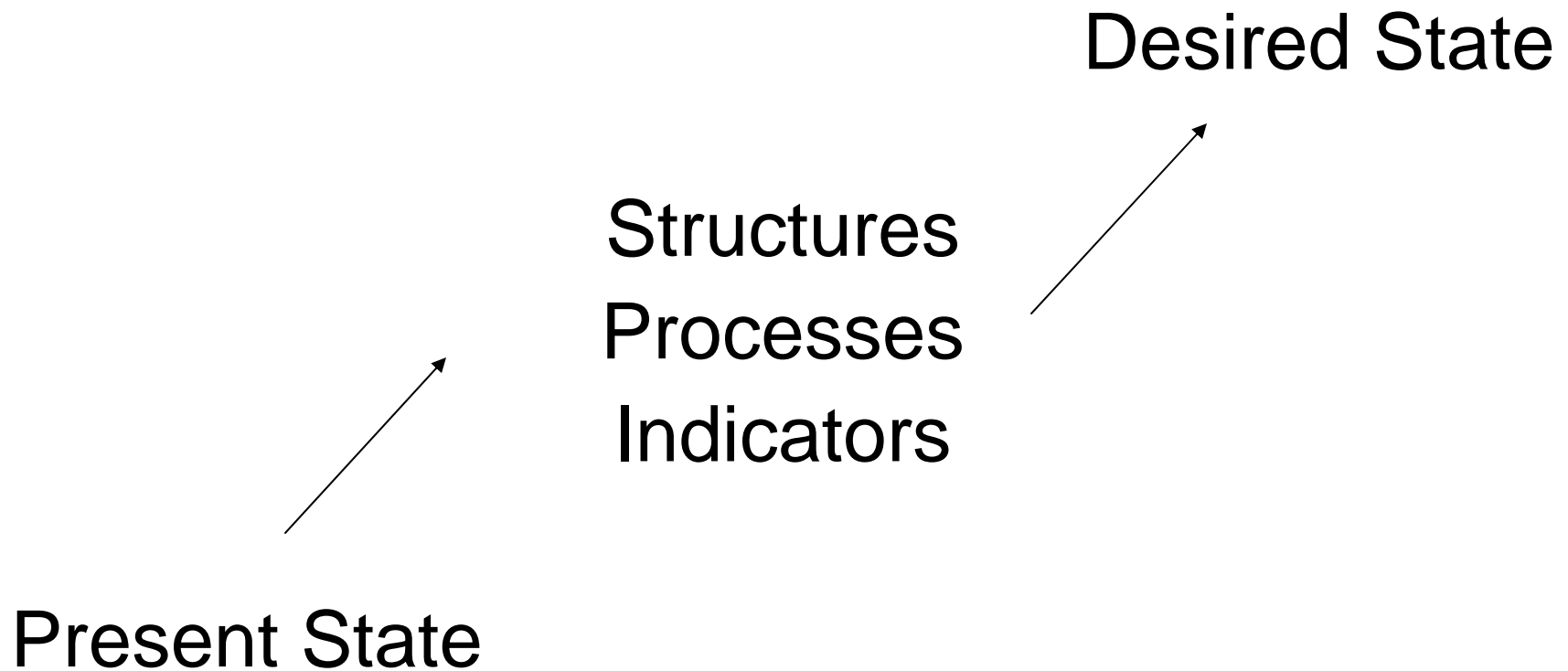


# Challenge: Work Differently

- Insanity: doing the same thing over and over again and expect different results.  
-- Albert Einstein



# Change Model: Working Differently





# Working Differently

- In order to break from the SILOS, we need to be very intentional about our collaborations.



# Collaborative Intent

In Order to Achieve Solutions,  
Our Collaborations Must:

- Leverage System Impact
- Leverage Revenue and Operating Costs
- Align with Economic Development



# The Collaboratory: Seven Lessons Learned

1. Provider Involvement:  
“Necessary but not sufficient”
2. Community Engagement  $\Leftrightarrow$  Ownership
3. Bias for Action: Change Model *Precedes and Defines* data gathering



# The Collaboratory: Seven Lessons Learned (con't)


4. Multiple Strategies
5. Dedicate Resources across strategies, organizations and sectors
6. Neutral Player =>  
    “its all about the **outcome...**  
    not the program or the tactic”



# The Collaboratory: Seven Lessons Learned (con't)

## 7. Collaboration is the Enterprise

- Apply Collaborative and Information Technologies to Community Solutions
- Cross-organization case management
- Community-wide needs/asset mapping; GIS
- Volunteer Capacity Management
- Human Resources / Training
- Management Outcome Alignment

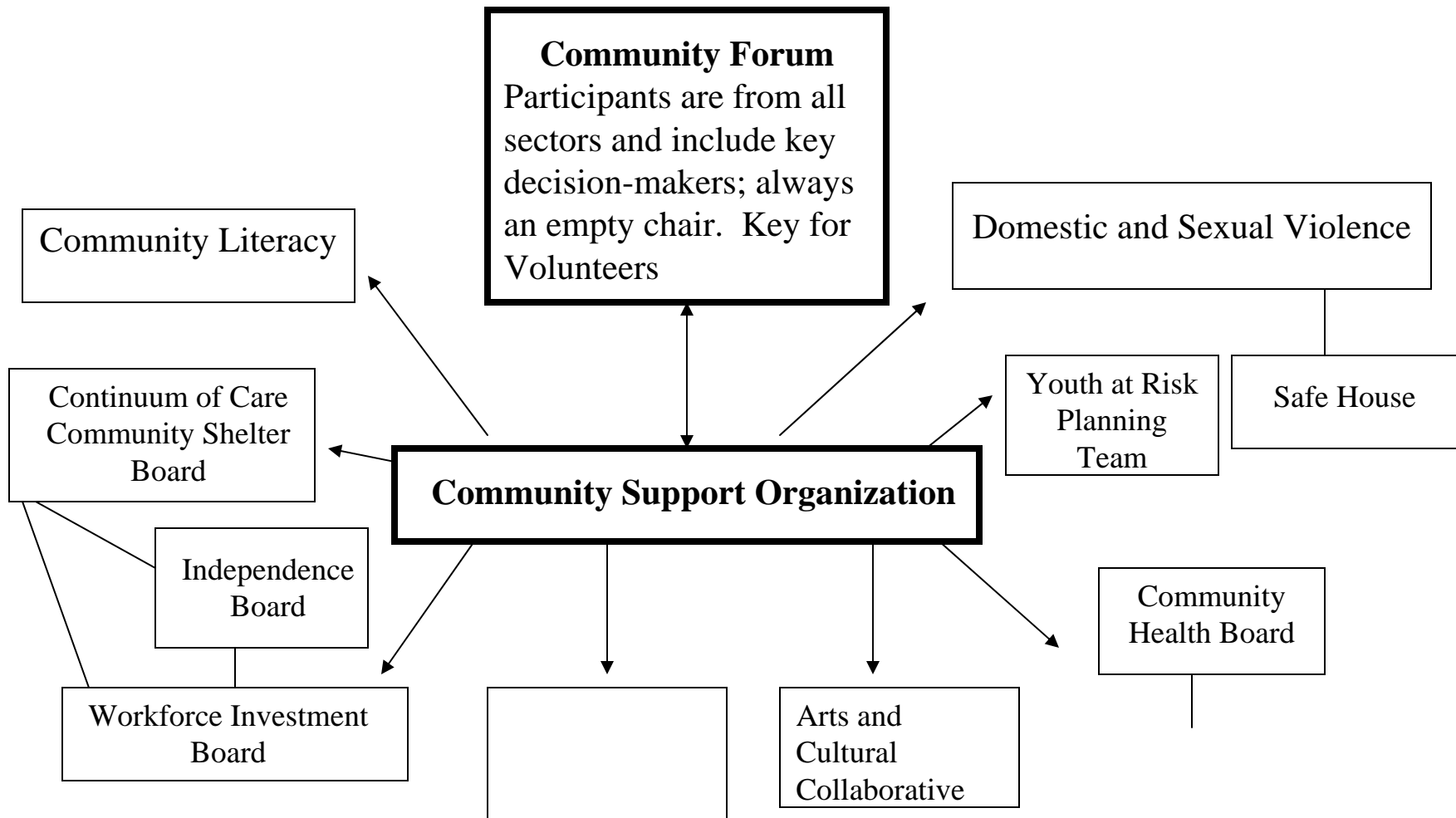


# Four Key Considerations for Success in Working Differently

How will the community provide...?

1. Resources
2. Decision – Making
3. Accountability
4. Community Engagement

# Community Governance





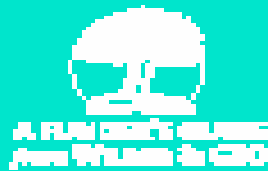
# Transform: Organizational Leadership to Community Leadership

## ■ Organizational

1. Hierarchical
2. Taking Charge
3. Right Answer
4. Follower Efforts
5. Responsibility for strategy and tasks

## ■ Community

1. Interorganizational
2. Providing Catalyst
3. Right Question
4. Coordinated Action
5. Responsibility for community outcomes



# Community Visions, Community Solutions:

## Grantmaking for Comprehensive Impact



Joseph A. Connor and Stephanie Kadel-Taras





# Thank You

Jay Connor

734-623-4952

jcrubicon @ aol.com

[www.comnet.org/collaboratorycs](http://www.comnet.org/collaboratorycs)

