



# The POWER of **CONNECT**



*8 Steps That Will Help  
Transform Lives & Communities*

**SIMON**<sup>™</sup>  
SOLUTIONS

Michael H. Simon

© Copyright 2023 Mike Simon. All Rights Reserved

Published by Simon Solutions, Inc.

Simon Solutions, Inc.  
623 South Seminary St.  
Florence, AL 35630  
[www.simonsolutions.com](http://www.simonsolutions.com)  
1-888-764-0633

This training guide may not be reproduced or transmitted in any form without the written permission of the publisher. Every effort has been made to make this guide as complete and accurate as possible. Although the author and publisher have prepared this guide with the greatest of care and have made every effort to ensure accuracy. We assume no responsibility or liability for errors, inaccuracies, or omissions. Every effort has been made to make this report as complete and accurate as possible. However, there may be mistakes in typography or content. Also, this report contains information on collective community impact and technology only up to the publishing date. Therefore, this report should be used as a guide – not as the ultimate source of Internet marketing information. The purpose of this report is to educate. The author and publisher does not warrant that the information contained in this report is fully complete and shall not be responsible for any errors or omissions. The author and publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by this report, nor do we make any claims or promises of your ability to generate income by using any of this information.

For more information:

<https://www.collectivecommunityimpact.com/>  
<https://www.simonsolutions.com/>



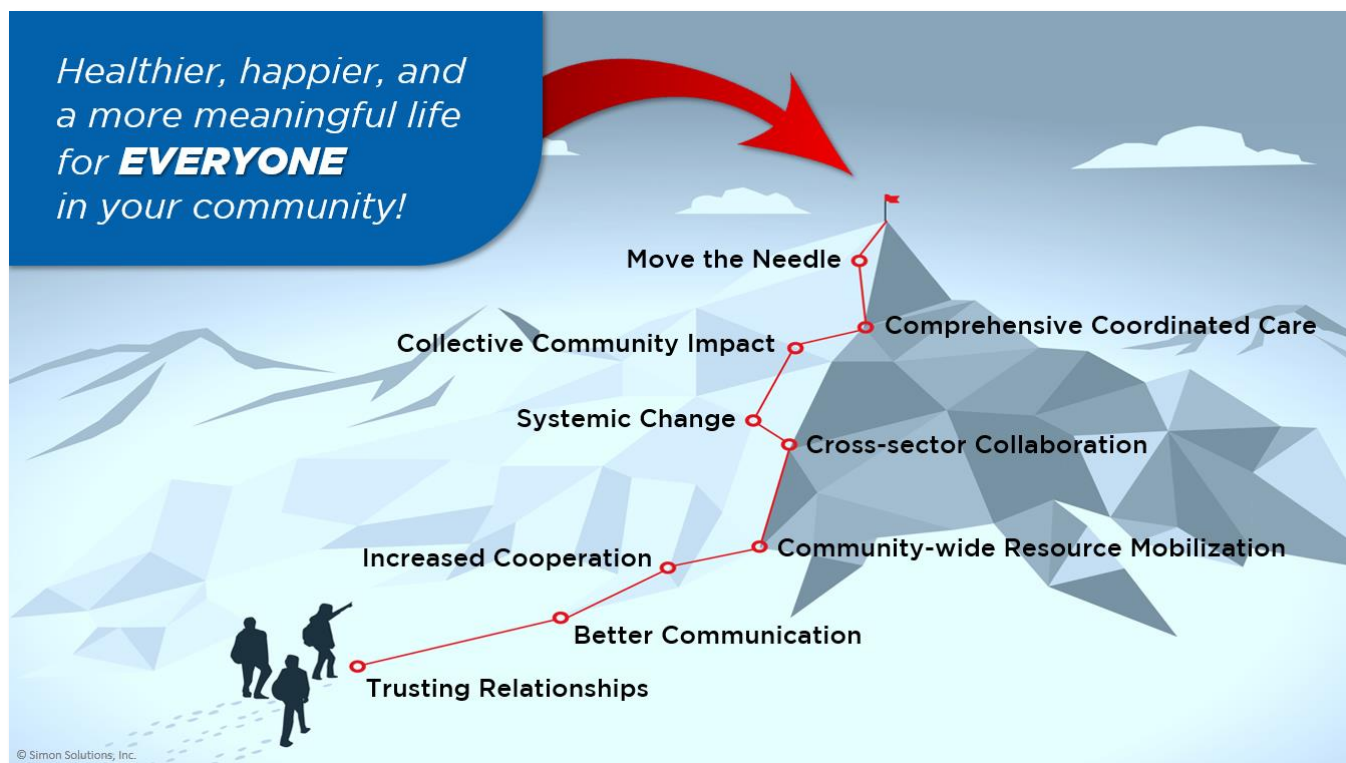
## Table of Contents

INTRODUCTION .....	3
Step 1: PREPARE YOURSELF FOR THE JOURNEY .....	20
Part 1 — New Ways of Thinking and Acting .....	20
Part 2 — From the Perception of Individuals and Families .....	45
Part 3 — From the Perception of Helping Agencies .....	67
Part 4 — From the Perception of Community Developers .....	93
Step 2: INVITE OTHERS TO TRAVEL WITH YOU .....	109
Part 1 — It Takes a Whole Community to Transform People’s Lives .....	109
Part 2 — The Secret Sauce of Bringing People Together .....	131
Step 3: SET UP YOUR FIRST BASECAMP .....	149
Step 4: EXPERIENCE THE VALUE OF WORKING TOGETHER .....	176
Step 5: SET UP MORE BASECAMPS ALONG THE WAY .....	197
Step 6: BRIDGE THE GAPS THAT ADVANCE FORWARD PROGRESS .....	211
Step 7: MAP OUT SUCCESSFUL PATHWAYS TO THE SUMMIT .....	231
Step 8: CREATE WIDE PATHWAYS FOR MANY EXPLORERS TO TRAVEL .....	253

## INTRODUCTION

We are excited that communities are discovering the **power of connect** — a promising approach to tackling social challenges like poverty, health disparities, and more.

Community stakeholders are traveling together on a *journey* to ensure that individuals and families have a better quality of life and a brighter future. This is happening in over 2,500 American cities in 49 states, and now, internationally.



Since 2006, we have engaged thousands of community stakeholders in conversations about helping others in need. The most common vision we hear from community stakeholders is their desire to ensure that *everyone* has the opportunity to live a healthier, happier, and a more meaningful life.

We are excited that helping agencies are exploring **transformative processes** that enable them to reach this amazing summit of *potential* and *possibility*. May we suggest that getting to this reality is a *challenging journey* into the known and unknown.

For those who accept this worthwhile challenge, the journey will be just as rewarding as the destination itself. Along your way to the summit, stakeholders will learn how to discover, develop, and deploy innovative solutions that will make a real and lasting difference in your community.



You will plant many “milestones” that mark the progress and success of your expedition. These milestones can be defined as actions or processes that mark progressive changes in human and community development in your neighborhood, city, or county.

Let us look at the milestones that will mark your success, as you travel up to higher levels of community engagement.

- First, the successful development of **trusting relationships** among diverse community stakeholders must happen to drive all forward progress.
- Next, **better communication** among all helping agencies will ensure that all are better connected, informed, and engaged.
- **Increased cooperation** leads to the development of effective community partnerships where organizations share the risks, responsibilities, and the rewards of helping others.
- Another milestone is the big opportunity to engage in **community-wide resource mobilization** — a faster and easier way to find, mobilize, and collectively coordinate resources throughout a community.
- **Cross-sector collaboration** enables helping agencies to co-create solutions that they cannot do apart from each other.
- At this point, communities will cross the threshold into **systemic change** that drives and accelerates innovation and transformation.
- Now, you will see the emergence of **collective community impact**, which sets the stage for large-scale social change.
- This paves the way for the development of an authentic continuum of **comprehensive coordinated care** which offers great hope and promise for transforming the lives of children, adults, and families throughout your community.
- Now, your journey to the summit rewards you with innovative and lasting solutions that “**move the needle**” on poverty, hunger, health disparities, and more. You are now better prepared and positioned to successfully address constantly changing and complex community challenges.

Your success in reaching these milestones paves a clear and inviting path to the summit — one that other stakeholders can follow for generations to come. Along the way of your journey, you will have created a new “better together” culture that maximizes the collective caring power of your community.

***This will help ensure that everyone in your community has the opportunity to thrive — not just survive.***



Now it is possible to break the strongholds of *generational* and *situational poverty* in people’s lives. Individuals and families can map out their own successful pathway from crisis to sustainability to abundant living.

Networking technology and increased cooperation among helping agencies make it possible for communities to develop a life-changing continuum of **Comprehensive Coordinated Care**.

This streamlined continuum includes customized assessments, practical goals, and objectives that are tailored to each person’s unique needs, hopes, and dreams.

People's assistance, referrals, and outcomes are collectively monitored by a group of helping agencies. This makes it easier to track a person's progress and measure impact — *all in real-time*.



We are learning that **Comprehensive Coordinated Care** is a better and more successful way to transform the lives of children, adults, and families. We see this taking shape in communities across America.

I use the word *comprehensive* because this represents a more holistic approach to meeting people's needs. One that addresses all aspects of a person's well-being — including social, financial, vocational, and more.

I use the word *coordinated* because this refers to a well-connected, informed, and engaged network of helping agencies that are working together more efficiently and effectively. Agencies make better informed decisions as to how to allocate limited resources where they are most needed.

They can reduce duplication and collectively coordinate resources by sharing information and providing a *closed-loop referral system* that better serves people and your community.

Also, I use the word *care* because this is more than just service-providing. Meaningful care leverages service-providing — but pays closer attention to nurturing and empowering people's lives.

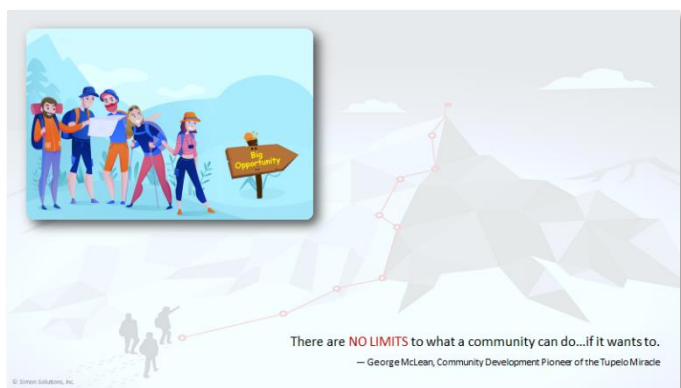
***Community stakeholders have described Comprehensive Coordinated Care as an unprecedented and revolutionary approach to transforming people's lives.***

## **WHOLE COMMUNITY ENGAGEMENT**

Community stakeholders, across the country, are finding it more apparent that it takes their *whole community*, and *engagement from all its sectors*, to successfully transform people's lives. Caregivers, helping agencies, and institutions are learning that they can be *stronger together* by partnering for common good and greater impact.

Stakeholders are learning how to build trusting relationships that reach across diverse organizational boundaries. And they are learning how to engage in cross-sector collaboratives that explore possibilities, promote best practices, and co-create effective solutions.

The results are **collective community impact**, a powerful *catalyst* that can influence and transform everything in its path. It is like throwing a rock into a pond, and then, watch as the ripples flow out from the point of impact. The bigger the rock, the bigger the impact — with far reaching results.



Getting your whole community engaged in *comprehensive coordination care* is a challenge. One that should bring together stakeholders from across your community.

We liken this challenge to an exciting journey. One that offers great hope for empowering *unleashed potential* and *unlimited possibilities*.

Much of your journey will lead you, and fellow travelers, into uncharted territory that is rich with amazing discoveries, “aha moments,” and extraordinary opportunities. Along the way, you will encounter many surprises — things you never thought possible, but somehow, begin to get traction and produce measurable outcomes.

George McLean, a community development pioneer, once wrote, “*There are no limits to what a community can do...if it wants to.*” McLean, along with stakeholders, encouraged and mobilized their whole community to work together for everyone's social and economic well-being. This is the reason Tupelo, Mississippi is considered one of the greatest economic recovery stories in American history.

The [Tupelo Model](#) is often labeled as a “miraculous approach” to collaborative human and community

## 8 Steps that will help **TRANSFORM LIVES & Your COMMUNITY**



*A journey that offers  
great hope and promise!*

- Step 1** *Prepare Yourself for the Journey*
- Step 2** *Invite Others to Travel with You*
- Step 3** *Set Up Your First Basecamp*
- Step 4** *Experience the Value of Working Together*
- Step 5** *Set Up More Basecamps Along the Way*
- Step 6** *Bridge Gaps and Advance Forward Progress*
- Step 7** *Map Out a Successful Path to the Summit*
- Step 8** *Create Wide Pathways for Many Explorers to Travel*

development. This all took shape back in the 1950's and is still going strong today. Tupelo is a remarkable story of collective community impact — a strategic proven approach to empowering and transforming lives and communities.

These **8 Steps That Will Help Transform Lives and Communities** are designed to encourage and equip those who accept the challenge and walk the path together toward the summit of possibilities.

We share with you the emerging trends and best practices of those who are directly engaged in helping others. This has yielded an abundant wealth of knowledge and practical insights, which we present in a progressive stepped approach.

Much of what you, and your fellow explorers, encounter may be familiar territory. Other aspects of your journey will lead you on an adventurous journey revealing amazing discoveries, new ways of thinking and acting, and remarkable results.

Each of these **8 Steps** build upon each other. They represent progressive changes or stages of development. These require commitment from community stakeholders who must exercise time, patience, and constant evaluation.

Remember, this is not a sprint but a marathon. Things may go slow at first, but you must remain vigilant to successfully navigate your journey of transformation. This will take months, even years to

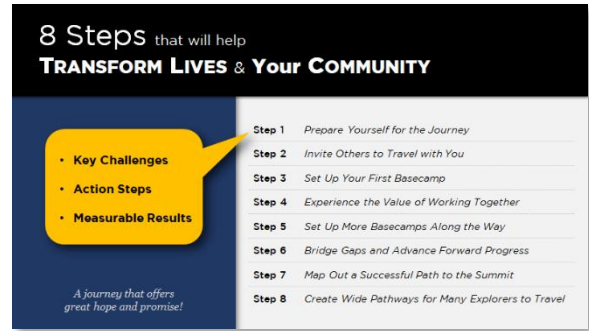


accomplish. So, don't get discouraged or weary on your travels.

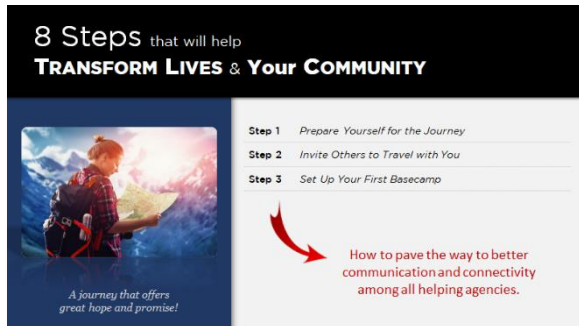
**Keep pressing on!**

To better understand each step, I have included the following three (3) milestones for evaluation:

- *Key challenges that must be addressed.*
- *Action steps that ensure success.*
- *Measurable results that everyone can see.*



Embedded in these components are recommended strategic plans and activities for community stakeholders who are eager to travel together. Stakeholders can be defined as anyone with vested interest in helping others. These include people, organizations, and institutions that offer help in any way — including charities, churches, food banks, health care providers, schools, businesses, funders, government, and more.



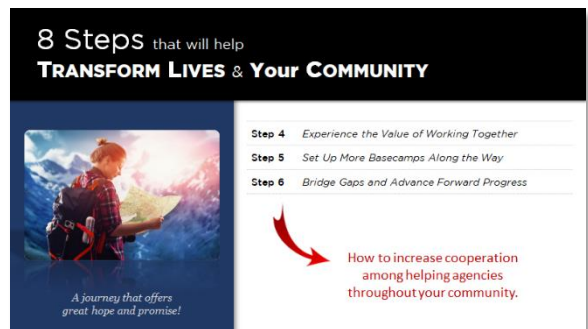
**Steps 1, 2, and 3** provide a better understanding of the value and benefits of **effective communication**, which is vital for building trusting relationships among different helping agencies.

You will learn how a mutually beneficial exchange of vital information and communication will ensure that people in need, and those who serve them, gain

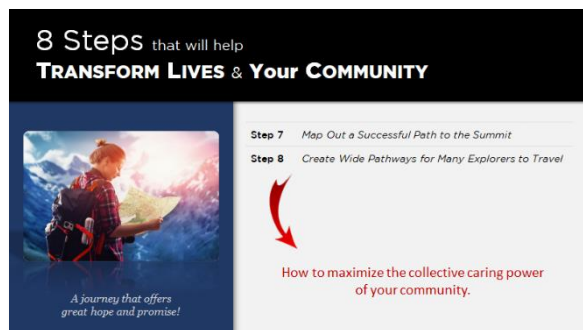
greater access to information, resources, and opportunities from across your community.

**Steps 4, 5, and 6** are about how to **increase cooperation** among helping agencies, enabling them to partner together for greater impact.

You will learn how to coordinate **community conversations** that set the stage for the collaborative and cross-sector development of relevant and lasting solutions.



These conversations will help jumpstart and sustain momentum for best practices that need to be *preserved, changed, or created* for effective community care.



**Steps 7 and 8** are about the driving forces behind successful comprehensive coordinated care. This is when stakeholders learn how to maximize the **collective caring power** of your community.

This happens as a broader number of stakeholders cross the threshold into systemic change. Stakeholders will truly see remarkable results in “moving the needle” on poverty, hunger, and other complex community challenges.

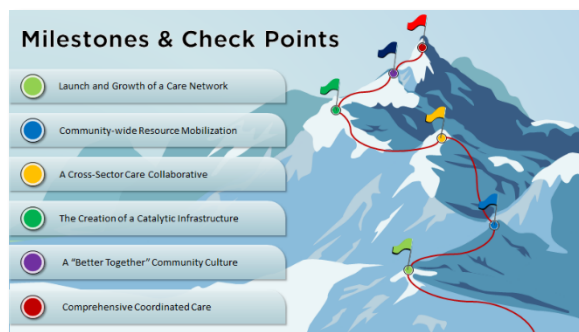
Along your journey, you will encounter milestones and checkpoints that are vital to your successful travels as a community. *Milestones* are visible signs that positive changes are happening. *Checkpoints* are opportunities to evaluate your progress and adjust your plans as needed.

Both are needed to keep stakeholders inspired, motivated, and engaged. And they provide the value and benefits for taking the *next steps* in your transformation journey.

Of these milestones and checkpoints, at least six (6) practical implementations, with measurable results, will eventually become apparent to **everyone** in your community.

These include:

- *The launch and growth of a well-connected and resourceful **Care Network**.*
- *An action plan for **Community-wide Resource Mobilization**.*
- *A cross-sector **Care Collaborative** that is engaged and expanding.*
- *The creation of a strong **Catalytic Infrastructure** that supports systemic change.*
- *The value and benefits of a “better together” **Community Culture** anchored in place.*
- *A community-focused approach to **Comprehensive Coordinated Care** is emerging.*



These are obvious **evidence-based signs** that large-scale transformation is happening to people, organizations, and institutions throughout your entire community.



These progressive steps address **fragmentation** — a fundamental problem that plagues most communities. Fragmentation can oftentimes *revictimize* individuals and families seeking help. Having to tell their sorrowful story repeatedly to different agencies, who do not talk to one another, causes unwarranted stress and anxiety.

Fortunately, common intake, shared information, and effective referrals can combat fragmentation by easing the anxieties of people facing crisis situations. These best practices can also speed up the process of finding the appropriate help that people need.

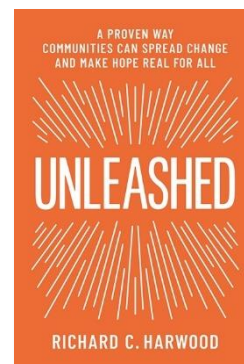
Fragmentation can be solved with *better communication*, *increased cooperation*, and *cross-sector collaboration*, which are the essential pillars for building a **new catalytic infrastructure**. Each step forward for creating this framework will benefit your entire community. This infrastructure will support engagement and impact on three (3) levels, providing the following evidence-based results.

- **Individuals and families** who seek social and economic stability.
- **Organizations** that strive for increased performance and sustainability.
- **Communities** that strive for long-term solutions to complex challenges.

With each step taken, the possibility of developing lasting solutions increases. This paves the way for a future that most people want, and could be encouraged, to make this happen.

I like what Richard Harwood of the [Harwood Institute](#) has to say about community transformation. He is an expert in the revitalization of organizations and communities for over 30 years. He has discovered:

- *Change ripples out in communities through an interaction of highly intentional actions and serendipity. This interaction and its effects can be proactively created.*
- *The change then cascades and spreads through a chain of events over time.*
- *While each step has a purpose, these interactions often occur in unexpected ways, in unimaginable combinations of people and partners, and with unforeseen results.*
- *The good news is that this chain reaction can be catalyzed and nurtured so that a community can actively marshal its collective resources and strengthen its civic culture.*
- *Through these interactions, people can restore a belief that we can get things done together.*



## BETTER TOGETHER CULTURE



We have discovered that intentional transformative processes support a new and “*better together*” culture that ignites passion and energy that maximizes the collective caring power of a community.

This culture supports a *new context* where people can connect, learn from each other, and collaborate for the well-being of others.

Please keep in mind that these **8 Steps** are a framework or suggested approach to transformation, which is influenced by people and organizational cultures that are present in every community. All communities are unique and strive for systemic change in their own ways. Be agile and adaptive in your strategic planning. This will make your pursuit of systemic change more productive and accepted.

## WHY?

We truly care about **community**  
— its people, potential, and possibilities!



So, you might be thinking, why have you produced this guide? Well, the answer is simple. We resonate with community stakeholders by what we believe. Our team, along with those we serve, genuinely care about community — its *people, potential, and possibilities*.

We have great passion for serving those in need, which includes resource providers and recipients as well. All members of our team have years of experience in collaborating with people of faith and goodwill.

***This has molded us into a mission-driven, rather than a profit-driven company.***

We are committed to doing our part — *helping those who help others*. We are encouraged and inspired that helping agencies innovate with our technology to create well-connected and resourceful Care Networks.

With over **3,000 Care Networks** now in development, we have good news to share. We believe now is the time for communities to learn about the emerging trends, the best practices, and the innovative ways communities are using our intuitive technology to help transform people's lives.





Our journey began with a small team of innovators, driven by hopes and dreams. We simply wanted to use our individual gifts and talents — and collectively, make a difference. Little did we know that a mighty hurricane would change the direction of our company and our lives. This was a time when *necessity became the mother of invention.*

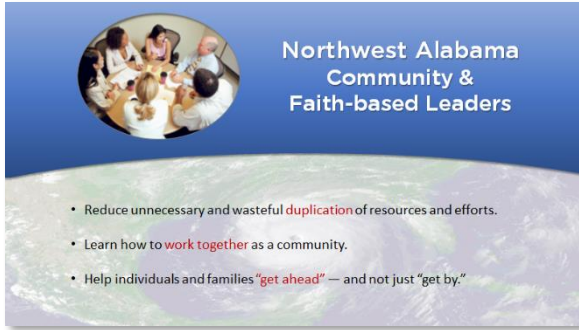
When Hurricane Katrina hit the Gulf Coast in August 2005, hundreds of displaced families found refuge in my hometown of Florence, Alabama, and the surrounding area. The United Way, Red Cross, Salvation Army, and local churches all came to the rescue.

Many resources were given out, but an age-old problem soon emerged. ***“The right hand did not know what the left hand was doing.”***

Many questions went unanswered. *Who was getting what...and how much?*

*Were efforts being unnecessarily duplicated? Were the right resources getting into the right hands, at the right time?*





During the aftermath of Katrina, Northwest Alabama Community and Faith-based leaders came together to discuss what they had learned.

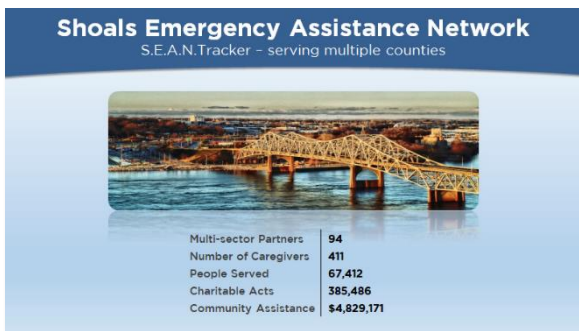
Frustrated by isolated impact and a fragmented approach to care, they realized that they needed a simple and cost-effective solution that would increase communication and cooperation among each other.

They all wanted to reduce **unnecessary** and **wasteful duplication** of resources and efforts. And they wanted reliable shared data that would help them make better-informed decisions as to where to allocate their limited resources.

They all realized that they must *learn how to work together*, as a "community" — to do more than just help people **get by**. Instead, they wanted to help people **get ahead** to a brighter future.

## S.E.A.N.TRACKER — THE ORIGINAL CARE NETWORK

In October of 2006, they came to us at Simon Solutions in hopes of finding a simple-to-use, web-based solution that made good sense to all helping agencies in our community. Together, we co-created the *Shoals Emergency Assistance Network*, nicknamed S.E.A.N.Tracker.



This network served as a safe and secure central repository for *information-sharing* and *interactive communication*. This made it fast and easy for helping agencies to quickly find and mobilize resources for people in need — a process which often took days, was now, reduced to minutes.

Today, this Care Network has 94 multi-sector partners and serves multiple counties in Northwest Alabama. Watch the following **video** that features the original community stakeholders who we partnered with to create S.E.A.N.Tracker.

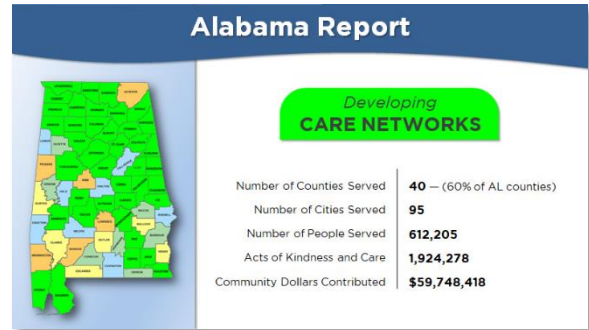
Click to watch



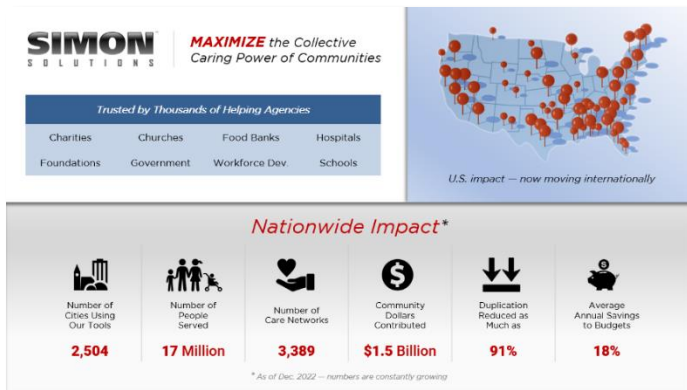
## GOOD NEWS TRAVELS FAST

During the first quarter of 2007, the good news about S.E.A.N.Tracker quickly spread across Alabama. Other communities wanted this proven solution as well.

Today, the S.E.A.N.Tracker model is now at work in **60%** of all Alabama counties. Collectively, the staff and volunteers of these networks have engaged in almost **2 million** acts of kindness and care.



## LOCAL SOLUTIONS GOES NATIONWIDE



So, what was only meant to be a local solution for care networking, is now used in over **2,500 American cities in 49 states**. This solution is also finding its way into other countries, including Australia, South America, and more.

This illustration reflects numbers that were accurate at the time we were in development of this training guide, which was December

2022. Since that time, the numbers have been constantly growing, averaging about **250 new cities** adopting this innovative solution each year.

Over **3,300 Care Networks** and **28 thousand of agents** have impacted **17.7 million lives**. We are tracking over **\$1.5 billion** invested into people’s lives.

The Care Networks that communities are creating are proving to reduce duplication of efforts by as much as **91%**. Helping agencies are becoming more resourceful and able to help more people.

***Our team is so surprised to see these Care Networks grow from a grassroots initiative to a community impact solution that is making its way into thousands of cities in the United States, and now, other countries.***

## HUNTSVILLE, AL — A THRIVING CARE NETWORK



A good example of a thriving Care Network is **Huntsville, Alabama**. They have connected 287 helping agencies, tracked 139,786 acts of kindness, and invested \$12 million into people’s lives.

Watch the video and see how Huntsville is using *Common Connections*, a collective impact initiative, to successfully bring together representatives from the public, private, and social community sectors. And they are using *CharityTracker*, our technology, to build a well-connected Care Network.

The lead helping agency that is serving as *backbone support* for this collective impact strategy is the [Elm Foundation](#), which is providing education and training for this remarkable cross-sector collaboration. The funding is provided by the [Community Foundation of Greater Huntsville](#), along with many donors and corporate sponsors.

The whole community is engaged in creating a *Pathway to Sustainability* that’s making a difference in people's lives.





## THE WINDS OF CHANGE

Our listening and learning have led us to an inescapable reality that will impact our lives and communities, forever. Whether we like it or not, the reality is that *strong winds of change* are constantly blowing across our societal landscape.

I understand that not everyone likes to talk about change. For some, change simply knocks them off their feet. So, they would prefer to work on the familiar that doesn't "rock the boat." This not true for visionary community stakeholders who welcome positive changes and their impact.



We discovered that most visionary leaders challenge **the status quo** and are constantly looking for new ways that make innovation more inviting and effective.

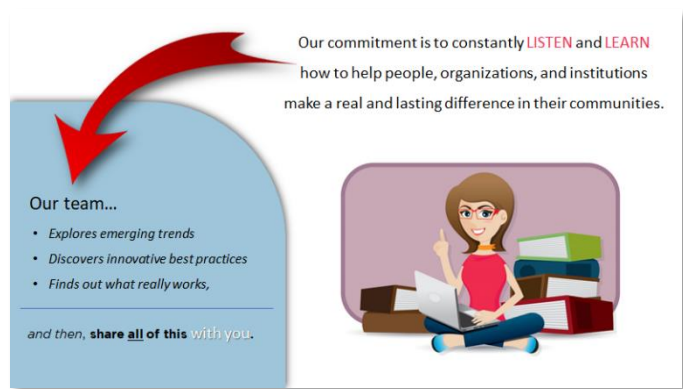
These stakeholders harness the winds of change — seeking new and exciting adventures, filled with surprise and wonder. This is where I, and my colleagues, are right now in our lives.

We are less interested in being part of conversations that painstakingly talk about *“what’s wrong and how do we fix it.”* We are more interested in being part of conversations that *“**explore what’s possible and who cares enough to act.**”*



## WE ARE RESEARCHERS — NOT EXPERTS

Our own explorations since 2006 have yielded a remarkable wealth of innovative thinking and acting. What we are learning, we want to share with you, and make your journey an exciting adventure.



Please understand that we are *researchers* and *learners*. We are not experts in how to combat poverty and hunger.

But we are listening to *thousands* of community stakeholders who innovate with our technology and develop unprecedented outcomes.

This field of research and practice into **collective community impact** will always be in a constant state of discovery and development. Our team simply explores emerging trends, discovers innovative best practices, and finds out *what really works*, and *what doesn't*.

---

## READY TO START YOUR JOURNEY



Watch this short *video*, and then explore our training guide — ***8 Steps That Will Help Transform Lives & Communities.***

A journey where helping agencies and passionate caregivers are exploring innovative solutions that are paved with great expectation and promise!

My hopes are that this training guide will broaden your vision for proven and practical solutions that will help your community “move the needle” on poverty, hunger, and other complex challenges.

To learn more about the community stakeholders that are making this journey right now, give us a call at **1-888-764-0633**. Or visit our websites at [Simon Solutions](#), [CharityTracker](#), or [Collective Community Impact](#).

## Step 1: PREPARE YOURSELF FOR THE JOURNEY



### *Part 1 — New Ways of Thinking and Acting*

Since 2006, we have been learning valuable lessons from community stakeholders who are taking the next steps toward transforming people’s lives and their communities. There is such a wealth of valuable information and practical insights in **Step 1**, we decided to divide it into four (4) parts.

But before you head out on your journey, there are things you need to know about your explorations. Exploring, by definition, means going to unfamiliar places where you have never been before. These places can include new ideas, new relationships with other helping agencies, and new opportunities to collectively address complex community challenges.

When explorers prepare for a journey, they make sure that they are *properly equipped* and *ready* for the challenges. These include knowing exactly where they are headed and why. They must fully understand the *risks*, *responsibilities*, and the *rewards* associated with their explorations.

Keep in mind that given an inviting picture of the destination and a simple roadmap to follow — many people will make the journey, without hesitation.

**STEP 1**  
Part 1

*Prepare Yourself for the Journey*

**KEY CHALLENGE**  
Make sure you are well-equipped with knowledge and wisdom for a successful journey.

**ACTION STEPS**  
Take time to listen and learn from others who are taking this journey now.

**MEASURABLE RESULTS**  
You will be encouraged, inspired, and driven to share what you are learning with others.

**Key Challenges:**

*Make sure you are well-equipped with knowledge and wisdom for a successful journey.*

**Action Steps:**

*Take time to listen and learn from others who are taking this journey now.*

**Measurable Results:** *You will be encouraged, inspired, and driven to share what you are learning with others.*

---

**WHAT ARE YOU PREPARED TO DO?**

In the 1987 movie, entitled the *Untouchables*, there is life-changing dialogue between veteran Chicago police officer, Jim Malone and federal prohibition agent, Elliot Ness.

Malone, played by Sean Connery, confronts Ness, played by Kevin Costner, with a **challenge**.

Ness wants so much to win the battle against criminal activities in Chicago, but he is not sure how far he is willing to go.

Malone asks Ness one simple question that changed the course of American history.

*“What are **you** prepared to do?”*

Elliot Ness accepted the challenge with great passion and immediately “took steps” to make things happen!

He struggles with his police training amidst the corrupt politicians and crooked judicial systems that keep the bad guys out of jail.

Malone asks Ness a simple question which challenges his thinking and acting. He says, *“What are **you** prepared to do?”*

After much contemplation, Elliot Ness accepts the challenge with great passion and immediately takes steps to make things happen. And of course, history was in the making.

## Presentation about **Collective Community Impact**



When we make presentations to stakeholders across the country, I often wonder, “*What are you, along with others in your community, really prepared or willing to do?*” Many people in the room appear to be very interested in what we share. But who will take the next steps to make things happen?

We have discovered that community stakeholders truly want to make a difference, but still question their personal engagement — the required time and effort that is needed to be effective and successful.

Most of the time, it is not based on the “**why**,” but the “**how to**” take the next steps. Oftentimes, stakeholders are unclear as to how to successfully bring together their whole community and keep them engaged.

Surprisingly, most communities have never ventured down the path towards a *better together culture*, which supports building capacity for **collective community impact**.

Most stakeholders tell us that they did not know it was possible. And when we tell them that it is, many are encouraged and willing to explore possibilities with what is commonly called “cautious optimism.”

As mentioned in the Introduction, we have discovered that most community stakeholders advocate for a healthier, happier, and a more meaningful life for **EVERYONE** in their community.

This is the desire of neighbors, community and faith-based leaders, educators, elected officials, and more.



I realize that you may have heard this lofty vision from diverse community stakeholders, including organizational, government, and political leaders.

Unfortunately, this is often translated as rhetoric, with little or no evidence of measurable success. This oftentimes causes people to be cynical and mistrustful of any conversations about people working together.

**But this is changing** and can become reality, if a community takes the necessary steps to make it happen. These steps or transformative processes that we suggest **are working** in communities across the country.

These processes are not “rocket science”, but they will require lots of courage, hard work, and persistence in making them a *win-win* results for everyone involved.

## NEW CAPACITY-BUILDING TOOLS



Most likely, it will take months or years for your community to develop an effective context for collective community impact.

You will need time to discover, develop, and deploy **new “capacity-building” tools** that are useful for creating and sustaining transformative processes.

We encourage stakeholders to compare this journey to a *marathon* — and not a *sprint* to the finish line. Keep your pace steady, and slow enough, for everyone to follow along with you. Make sure everyone is *on the same page* in development and evaluation.



## SEEDS OF SYSTEMIC CHANGE

Hopefully, your journey will result in systemic changes that you have been needing for years. You may be the one who plants these seeds. Other stakeholders will come along to water and nurture them.

Eventually, systemic change will break ground, producing evidence-based results that everyone can see. The more change is nurtured, the more it becomes **strong** and **welcoming**.

In time, all the community stakeholders involved in *planting* and *nurturing* systemic change will rejoice and harvest the fruit of their labors.

I am confident that if you and others will journey towards comprehensive coordinated care, no matter how long it takes to see **remarkable results**. This will mean that the lives of many children, adults, and families will be transformed.

The infographic is titled "Motivating Factors for CHANGE" in large white letters on a grey background. It is divided into three vertical columns by thin white lines. The first column, "Disaster Relief & Recovery", features four circular icons: a blue water drop, a red fire, a yellow lightning bolt, and a blue tree. The second column, "Economic Downturn", shows a blue piggy bank being crushed by a grey mechanical press. The third column, "Community Health & Well-being", depicts a woman in a red top and grey pants holding a large grey shield, with a green virus particle floating above her. Below each column is its respective label. At the bottom of the infographic, a dark grey banner contains the text "Common Factor: Sense of Urgency" in white.

So, you may be thinking: *“What are some motivating factors that encourage communities to make changes or do things differently than they have done before?”*

Many times, this happens because of a disaster caused by a tornado, hurricane, flooding, or fire. Disaster relief and recovery can involve many helping agencies, civic leaders, and months of responsive actions.

Other times, change happens because of economic downturns causing increased unemployment and underemployment, where people are working but still are unable to make ends meet. This happens when there are not enough jobs, in your community, paying “living wages.”

***This unfortunate situation can fuel poverty, hunger, and social determinants of health that impact communities for many years.***

We have also seen how inescapable social and health-related challenges, like COVID-19, have caused community stakeholders to make changes.

Many of the food banks and pantries that we serve have completely altered the way they distribute emergency food. Most have gone to “parking lot” distributions where people drive up in their car and receive groceries.

If I were to suggest a common motivating factor for change, it would be a **sense of urgency**.

## MISGUIDED OR UNINFORMED STAKEHOLDERS



Now having said this, we are learning that some stakeholders suggest that everything is fine in their community, or at least, it seems to be.

Unfortunately, fragmentation, fueled by isolation and self-interest, can blind people and organizations to deep-rooted problems that people would rather not talk about.

We have heard misguided stakeholders say, *“Poverty, hunger, and other challenges are all being handled by a couple of helping agencies and the government in our community. There is no need to be concerned. Everything is fine.”*

***May I suggest that stakeholders’ lack of awareness and response to complex issues can be catastrophic to people’s lives and their community’s future.***

Communities must be made **aware** of the challenging issues that impact people's lives, and they must be **ready** (prepared and positioned) to do something about it. According to the [Community Tool Box](#), developed by the University of Kansas, "*community readiness is the degree to which a community is ready to take on an issue.*"

You can download the [Community Readiness for Community Change Handbook](#) for free from Colorado State University. Here is a summary of important questions that community stakeholders must answer if they are serious about *moving the needle* on poverty, hunger, and other complex issues.

- **Community efforts.** *To what extent are there existing efforts, programs, and policies that address the issue?*
- **Community knowledge of the efforts.** *To what extent do community members know about existing local efforts and their effectiveness? Are the efforts accessible to all segments of the community?*
- **Leadership.** *To what extent are appointed leaders and influential community members supportive of the issue?*
- **Community Climate.** *What is the prevailing attitude of the community toward the issue? Is it one of helplessness or one of responsibility and empowerment?*
- **Community knowledge about the issue.** *To what extent do community members know about the causes of the problem, consequences, and how it impacts your community?*
- **Resources related to the issue.** *To what extent are local resources – people, time, money, space, etc. – available to support efforts?*

Community developers, elected officials, and influential stakeholders would be wise to gain a better understanding of their "community's readiness" to address complex challenges.

*"An understanding of community readiness allows you to tailor an intervention or strategy to what the community is willing to accept and support. By taking small steps forward – by setting goals that necessitate a stretch for people, but not so great a stretch as to be beyond their current ability and understanding of the issue – you can make steady progress."* — [Community Tool Box](#)

## CHANGE IS EVITABLE

Since the dawn of the 21<sup>st</sup> Century, a lot of changes have happened, and they seem to be picking up speed. Many of these changes are impacting our lives, our work, and especially our communities, which are having to face more and a greater degree of **complex challenges**.

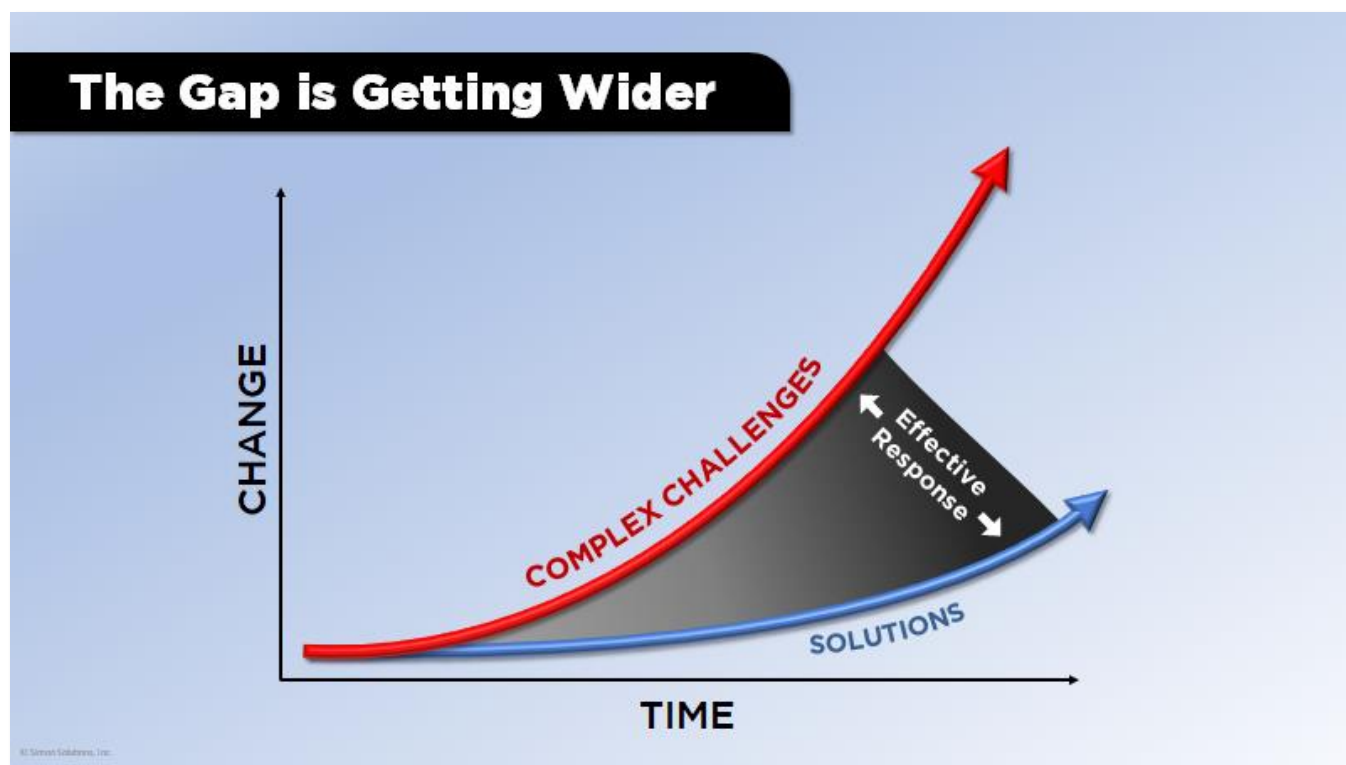
Complexity is complicating the efforts of community-based organizations and civic leaders who are striving to find simple and lasting solutions in the face of an uncertain future.

Dr. John Kotter, Harvard Professor and change expert says,

*Today, in a more complex and rapidly evolving twenty-first century, when we put a person designed for a world long gone into an organization that was not designed for this century, we regularly see too slow a pace of change in the face of uncertainty.*

*We see too painful a process as individuals and organizations try to deal with inevitable transformation challenges. We get too little, too slowly in terms of needed results, even though that deficit is not always obvious. This struggle is today's reality and potentially tomorrow's catastrophe.*

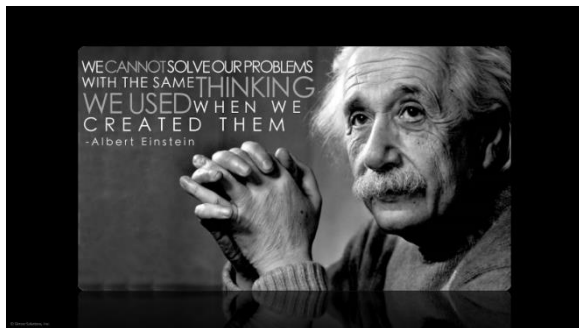
— [John Kotter, \*Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times\* \(2021\)](#)



Unfortunately, rapid change and uncertainty are creating a growing gap between lasting solutions and a community's effective response to constantly changing and complex challenges.

The helping systems, policies, and problem-solving strategies adopted by communities in the past, can no longer keep pace with **unrelenting** rapid change now.

## WE NEED NEW SOLUTIONS



Albert Einstein once said:

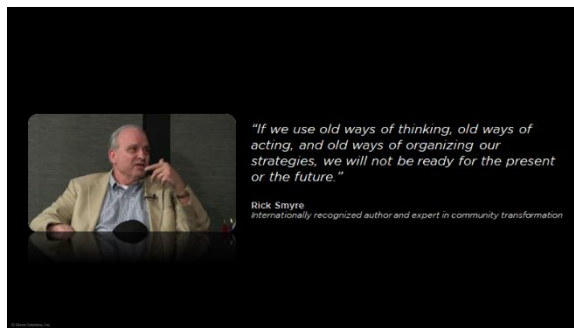
*"We cannot solve our problems with the same thinking we used when we created them."*

In other words, outdated solutions will not work for contemporary and ever-changing complex challenges. We must be innovative in our thinking and acting.

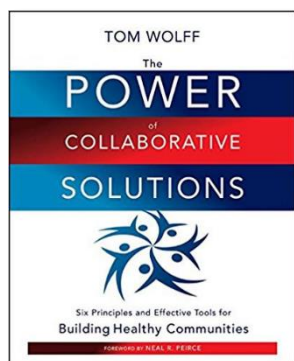
Rick Smyre, international consultant, and author says:

*"If we use old ways of thinking, old ways of acting, and old ways of organizing our strategies, we will not be ready for the present or the future. Unless we begin to search for new ideas, methods, and techniques, we will find we cannot move fast enough, be trustful enough of each other, have enough different solutions available, or understand the realities of constantly changing situations."*

— Rick Smyre, *Building Capacities for Community Transformation* (2009)



[Dr. Tom Wolff](#), who is a nationally recognized consultant on coalition building and community development suggests:

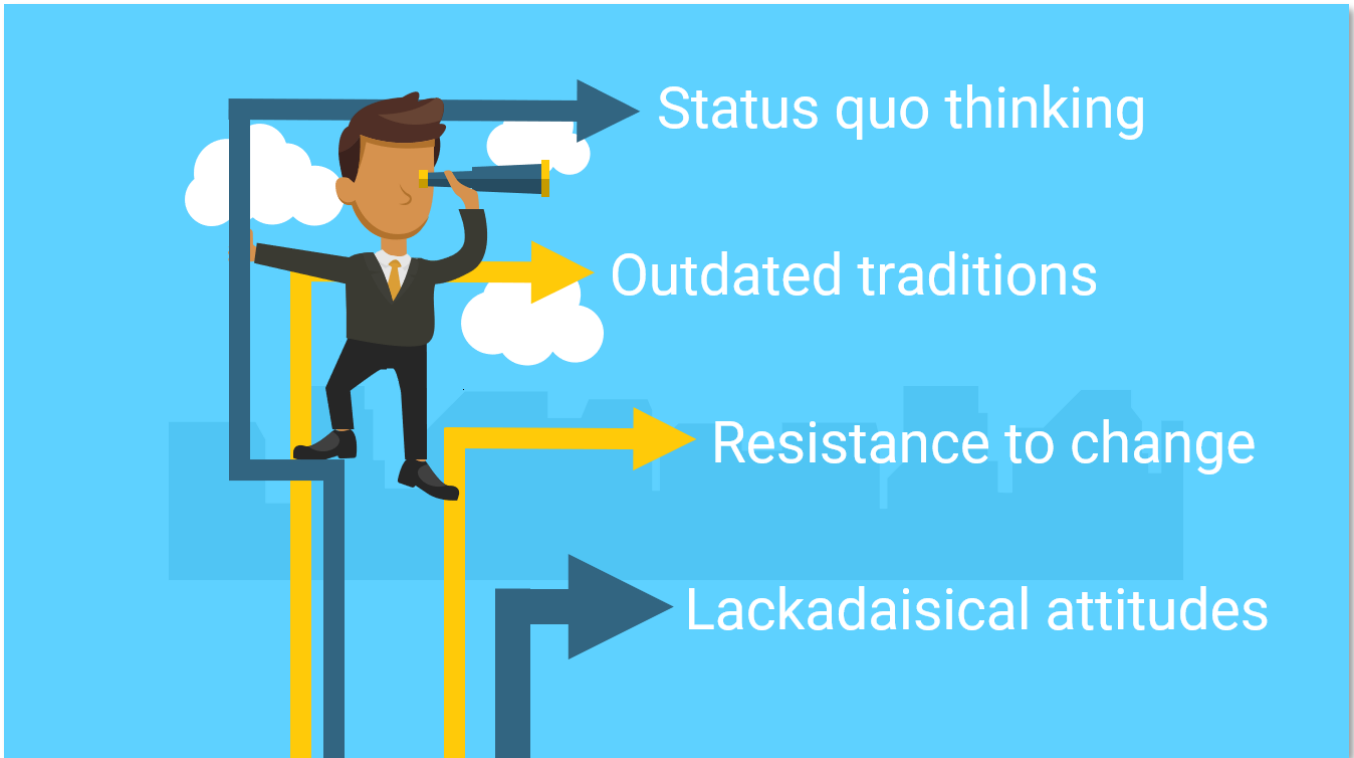


*"Our communities and our world face such complex problems that we no longer can solve them by gathering a few experts in a room and letting them dictate change. Many of us now understand that the emerging problems that communities face have such complex origins that we can only fix them if we use comprehensive community problem-solving efforts rather than single-focused approaches. We need to meet and communicate and partner with each other, and we need to include representatives from all parts of our communities."*

— Tom Wolff, *The Power of Collaborative Solutions* (2010)



## REALITIES AND CHALLENGES

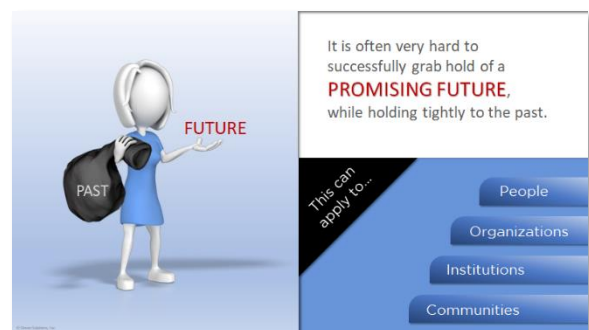


We have discovered that community stakeholders often face realities and challenges. These can hinder their advocacy and actions — especially when encouraging others to explore “new ways of thinking and acting.”

Stakeholders can get stuck in outdated traditions and heritage-driven approaches, which were good in years past. But for today, are out of touch with the relevant development of authentic, effective, and lasting solutions.

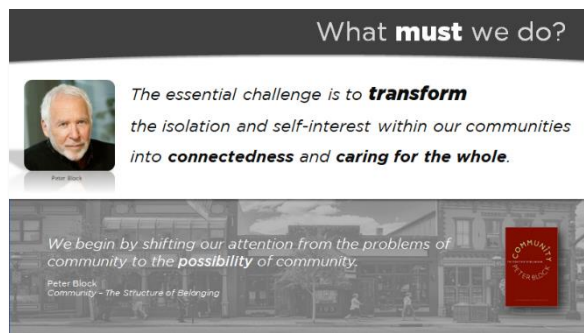
We’ve discovered that it is often hard to successfully grab hold of a promising future, while holding tightly to the past. This can apply to people, organizations, institutions, and communities.

Keep in mind that when given an opportunity to share your passion and advocacy for change, try not to get stuck answering questions that most people **are not asking anymore**.



## THE ESSENTIAL CHALLENGE

Peter Block, nationally recognized community developer, paints the *big picture* of what communities must do to “*move the needle*” on complex challenges. He said:



*“The essential challenge is to transform the isolation and self-interest within our communities into connectedness and caring for the whole.*

*The key is to identify how this transformation occurs. We begin by shifting our attention from the problems of community to the possibility of community.*

*We also need to acknowledge that our wisdom about individual transformation is not enough when it comes to community transformation. So, one purpose here is to bring together our knowledge about the nature of collective transformation. A key insight in this pursuit is to accept the importance of social capital to the life of the community. This begins the effort to create a future distinct from the past.”*

— Peter Block, *Community: The Structure of Belonging* (2008)

***This essential challenge is not easy, but it is possible!***

To break the poverty cycle in people’s lives and help them thrive, takes engagement from the whole community. This involves comprehensive and transformative processes that are less about **improving what is**, and more about **creating what isn’t**.

We cannot help others by simply ramping up a few programs and services of a handful of helping agencies, which at best, provide limited and isolated outcomes.

We must create a community-focus approach to transforming people’s lives where people, organizations, and institutions are partnering together for common social good and greater impact.

**TRANSFORMATION** is less about **improving what is**, and more about, **creating what isn’t**.

This community-focused approach offers stakeholders a chance to truly see what needs to be *preserved, changed, or created* to strive for large-scale social change. And it offers an accurate interpretation as to **what works**, and **what doesn’t** to successfully transform lives.

## CROSS-SECTOR COMMUNITY COLLABORATION

**TRANSFORMATION** often requires a “new context & culture” that is favorable for change, progress, and growth.



Cross-sector Community Collaboration

- Supports innovation
- Invites broader civic engagement
- Encourages open and honest dialogue
- Allows collective community impact to emerge and develop

Transformation oftentimes requires a **new context** that is favorable for change, progress, and growth. This context may be described as a “civic framework” supported by new community values that define what’s important or matters the most for everyone.

This new context should also support innovation, invite broader civic engagement, and encourage open and honest dialogue that allows collective impact to emerge and develop. And it must invite inclusive participation from the public, private, and social community sectors.

The clear evidence of this participation is the creation of a cross-sector collaborative. This includes representatives from all parts of the community. This sets the stage for “**community conversations**” about the social, health, and economic well-being of everyone in the community.

This dialogue about social issues will eventually lead to finding best practices and emerging solutions to complex community challenges. The people engaged in these dialogues are usually the same ones who are creating your growing **Care Network**, powered by our technology.

## COMMUNITY CONVERSATIONS



I am excited to say that “community conversations” are happening across the country — creating a new battle cry among visionary stakeholders. They are shouting it from the rooftops that *“now is the time, for us to learn how to work together for common good and greater impact.”*

It is becoming more apparent that no one person, organization, or government agency have all the information or resources necessary to address complex social challenges, let alone implement effective solutions for the whole community.

Visionary stakeholders believe that now is the time for neighbors, churches, charities, businesses, elected officials, and others to come together to make sense of the changes that impact their community. We must better understand people’s needs, and then develop lasting solutions to meet these needs, through **collective action**.

Visionary stakeholders also suggest that *“we cannot keep doing the same things over and over again and expect different results.”*

We must invest in systemic changes because what we **do today** will impact how well our children and grandchildren will handle their world **tomorrow**.



I realize that some of you will be seeing this and suggesting that this will only work in a “perfect world.” I would have agreed with you a few years back. However, with new breakthroughs in technology, collaboration, and systemic change, these now pave the way for hopes and dreams to be realized.

We discovered that everything that a community needs, is already there — including social capital, technology, and more. These are like pieces to a puzzle, which are not connected in a meaningful way. We must connect these pieces to reveal the “big picture” of potential and possibilities.

This connectivity is not **“rocket science.”** But it will take a lot of courage, hard work, and time. And I guarantee you, it will all be worth the effort, especially when you see the remarkable results.

## TRANSFORMATION



When it comes to helping others in our community, we need a proper understanding of what it takes to transform people's lives.

Not just to help them *get by*; but instead, help them *get ahead* to a better quality of life and a brighter future.

To fully understand transformation, we must first grasp its definition.

## TRANSFORMATION DEFINED

I have listed three (3) definitions of transformation taken from various dictionaries.

The [Cambridge Dictionary](#) defines transformation as *"a complete change in the appearance or character of something or someone."*

The [Merriam-Webster Dictionary](#) defines transformation as *"An act, process, or instance of transforming or being transformed."*

I really like how the [Business Dictionary](#) defines transformation:

*"In an organizational context, a process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness. Unlike 'turnaround' (which implies incremental progress on the same plane) transformation implies a basic change of character and little or no resemblance with the past configuration or structure."*

Transformation is not about polishing old things and making them look brand new. This suggests that the life and beauty of the original have lost its luster and needs a fresh makeover.

Yes, makeovers can make things look better on the outside; but on the inside, things are probably **still the same**.



## THE FUNDAMENTALS OF TRANSFORMATION



We are learning that transformed lives and communities are embedded with at least three (3) fundamentals: *change*, *progress*, and *growth*. These attributes are essential for developing and sustaining true transformation — not just incremental improvements that don't seem to last.

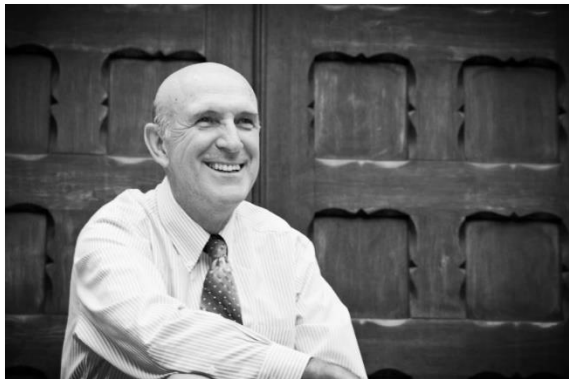
Let's take a deep look at these.

### CHANGE

When it comes to transforming people's lives and communities, understanding the difference between *incremental* and *transformative change* is very useful. A growing number of experts suggest that incremental change may well be counterproductive to helping others.

This is because people in need, along with the helping agencies that serve them, are not equipped to handle deeply-entrenched dysfunctionalities, like generational poverty, health disparities, or chronic destructive behavior — things that can drag on for years.

***Incremental changes are not powerful enough to transform people's lives.***



Robert Quinn suggests,

*“Incremental change is usually limited in scope and is often reversible. If the change does not work out, we can always return to the old way.”*

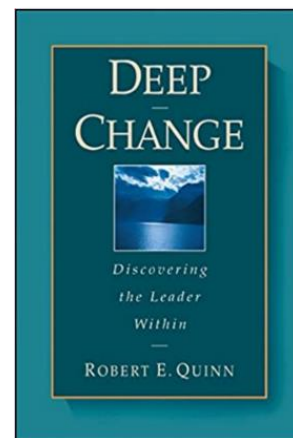
*Incremental change usually does not disrupt our past patterns – it is an extension of the past. Most important, during incremental change, we feel we are in control.”*

Quinn also says,

*“Deep change [or transformative change] differs from incremental change in that it requires new ways of thinking and behaving. It is change that is major in scope, discontinuous with the past and generally irreversible.”*

*The deep change effort distorts existing patterns of action and involves taking risks. Deep change means surrendering control.”*

— Robert Quinn, *Deep Change: Discovering the Leader Within* (1996)



***People need hope!***


Children, adults, and families facing hardships need more than just “band aid” remedies that just treat the symptoms of their tragedy.

They need more than just some temporary improvements or incremental changes that meet their needs in the short term but fail to complete the process of total restoration or renewal.

People need hope that the unpleasant circumstances that plague their lives can be overcome and finally eliminated.

For this to happen, people must make positive decisions to take the necessary steps that bring about transformative changes that alter their actions and behaviors.

They must do their part, with the support of helping agencies, to experience ***deep change*** that Quinn refers. And finally reach a peaceful and prosperous lifestyle.



	INCREMENTAL	TRANSFORMATIVE
Vision	Improving what is	Creating what isn't
Focus	Reducing the problem with temporary solutions	Ending the problem with sustainable solutions
Momentum	Small steps and minor adjustments	Giant leaps and significant breakthroughs
The Work	Easier to handle	Harder, but very rewarding
The Method	Social Service Model (single-focused approach)	Social Change Model (comprehensive approach)

## THE VISION

Incremental change can be short-sighted because of a lack of vision for transformative change. If you can't really see it, you can't be it.

Most of the helping agencies that we serve did not know, until recently, that it was even possible to really transform a person's life.

So, they would settle for *"let's do what we can to help right now; and then, hope things work out for those we serve."*

Stakeholders did not know that it is now possible to work together with other helping agencies to create a customized path for transforming people's lives. One that they can collectively monitor, using cloud-based technology to measure outcomes and impact in real-time.

The vision for transformative change is about creating a way to help people finally get ahead to a better-quality life — *one filled with hopes and dreams.*



## THE MOMENTUM

Also, the momentum is quite different. Incremental change involves small steps and minor adjustments, whereas transformative change involves **giant leaps** and significant breakthroughs.



I am excited to say that new breakthroughs in technology and capacity-building tools are now paving the way for giant leaps in combating poverty, hunger, and other complex community challenges.

And this is happening because people, organizations, and institutions are engaged in *systemic* or transformative change.

## THE WORK

Getting back to differences, incremental change can be easier to work or much safer to handle, especially for those who are afraid of change.

***Most people don't like change, especially if it requires major adjustments in their life.***

Transformative change is much harder to coordinate. It often requires risks and alters core thinking and behavior. But this is worth the effort, especially if it means pursuing productive life-changing results.

I once heard two people talking. One person asked the other, *"How life treating you?"* The other person said, *"I would be happy if I could get out from under these horrible circumstances that drag me down."*

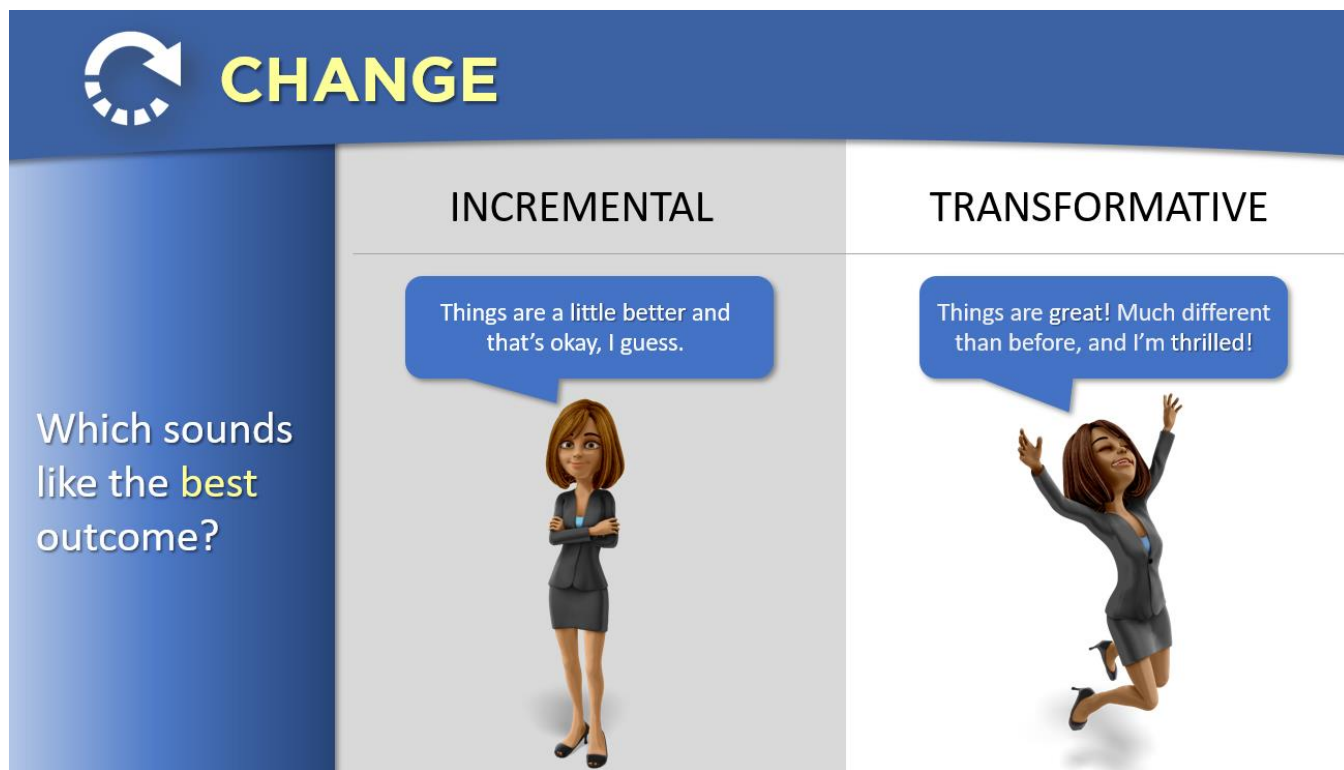
So, the first person says, *"Don't let circumstances weigh you down. Rise up from under your circumstances and be happy."*



## THE METHOD

The method behind incremental change in most communities is a *social service model*, which usually is a single-focused approach with isolated impact. Unfortunately, this fragments care and leave wide gaping holes in a community's social service, safety net that is caused by siloed service gaps.

The method of transformative change is a *social change model* supported by a comprehensive approach to transforming people's lives. This is where a whole community gets involved in a holistic approach to helping people achieve a better quality of life.



Think about it. If you and your family were living in generational poverty for years and wanted out. Which kind of change offers the most promise and hope?

Think about the significant difference between the following answers to a simple question: "How's life treating you." Some would say, "Things are a little better and that's okay, I guess." Whereas a transformed life would say, "Things are great! Much different than before, and I'm thrilled!"

So, which sounds like the **best outcome**?



Transformation is also very progressive, a constant moving forward. This must include conscious decisions and actions that make our life better.

These may include changing our eating habits that make us healthy, changing our job for a better career, or changing our social life to avoid destructive behavior.

I like to view transformation as a ***journey*** that holds great promise for discovering new adventures and challenges that pave the way for a desirable future.

Along the way you may be tempted to stop and rest from your travels. This is okay if you don't fall into apathy and lose interest in your journey.

If you really want to transform your life, then make sure you are *moving forward* — one step at a time, and not looking back.

This takes determination to keep pressing on with your transformation, but the results are worth it. When you finally reach your goals, you will be thankful for all your hard work that you put into the changes that now transform your life.



I do not believe that transformation is a “state of mind” or lifestyle that we eventually arrive at. It is ever-changing like an apple tree in an orchard that constantly transforms as the seasons change.

An apple tree starts out as a seed that is planted and nurtured. Eventually the seed breaks ground and begins to grow. As time progressed, it grows taller and broader in its reach. Its root system penetrates the ground, going deeper and wider.

And soon the apple tree begins to produce blossoms that transform into apples. Once fully matured, the apples are harvested for food and many different recipes. After the harvest, the seasons change, and the process *begin all over again* — year after year.

If we take proper care of our life, we too will grow and mature. We will be ever-changing in our character, desires, and aspirations. And hopefully, the fruit of our labors will be visible signs that our life is transforming, making us happy and proud.

If we are tempted to stop the growth process, we will stagnate our transformation. This is why it is so important that we keep on growing in our knowledge, social skills, and more.



The following illustration describes, in a practical way, how a person, organization, and community can see and experience transformation through progressive phases with measurable outcomes.

PHASE 1 is **INFORMATIONAL** — *"I see what you are saying, and I get it."*

I must be able to wrap my head around this information, and how it may impact my personal life. I must be given time to digest what I am learning, and then decide what to do.

PHASE 2 is **INSPIRATIONAL** — *"I believe it and feel it."*

The need for change is beginning to sink deep into my heart and emotions – impacting my beliefs, values, and attitude. My passion for change is getting stronger.

PHASE 3 is **MOTIVATIONAL** — *"It's worth it, and I want it now!"*

I have decided that the price to pay for transformation is well worth my time and effort. A sense of urgency now exists. My behavior and actions will speak for themselves.

PHASE 4 is **TRANSFORMATIONAL** — *"I like what's happening to me."*

My new approach of thinking and behavior are making a profound difference, and it is noticeable. I enjoy my new way of living and feel compelled to share my personal experience with others.

## TRANSFORMATION IS TRANSFERABLE



As the progressive phases fully develop, transformation then becomes transferable. People who are part of your **everyday life** will take notice of the changes that are happening.

Some people will verbally affirm your positive change. Other people will be warmly inspired and consider the benefits of transformation for their lives.

***Your journey towards transforming people’s lives and your community is possible. Once the fundamentals of change, progress, and growth take shape in your community, keep pressing on!***

## SUMMARY

When we give presentations about potential and possibilities, we often wonder what a community is willing to do. We find that it is usually not based on the “**why**”, but the “**how to**” take the next steps in bringing their community together for greater impact.

We have found that communities need *new capacity-building tools* that will help create and sustain transformation: change, progress, and growth.

We also learned that we need new solutions for contemporary problems. But these will not come easy. These are only possible if we are willing to explore emerging trends and innovative best practices from other communities.

You caught a glimpse of what it takes to transform people’s lives by understanding the difference between incremental and transformative change. And you saw the progressive stages of transformation that people go through.

---



Okay, let us make sure you are well-equipped for your journey, continuing in **Part 2**. You will gain a better understanding of the different helping agencies and systems in your community. You will also learn what “helping others” looks like from the perspective of individuals and families seeking information and resources.

There is no better way to see this, than to **“walk in their shoes.”**



## *Part 2 — From the Perception of Individuals and Families*


In Part 1 we explored why communities struggle with constantly changing and complex challenges. You saw where we need new solutions for contemporary problems. But our communities oftentimes do not have a context or culture for this to happen.

However, we are learning that community stakeholders, across the country, are venturing up the mountain of complexity to reach a summit of potential and possibilities.

Stakeholders are willing to partner in exploring change, progress, and growth — if it means finding lasting solutions that transform people’s lives and their community.

We will continue your preparations for the journey in **Part 2**. You will gain a better understanding about the different helping systems in a community and how they impact lives.

See what happens as individuals and families search for information and resources that help meet their needs. Take a **“walk in their shoes”** and see what they experience.



**STEP 1**  
Part 2

*Prepare Yourself for the Journey*

**KEY CHALLENGE**  
Make sure you are well-equipped with knowledge and wisdom for a successful journey.

**ACTION STEPS**  
Take time to listen and learn from others who are taking this journey now.

**MEASURABLE RESULTS**  
You will be encouraged, inspired, and driven to share what you are learning with others.

**Key Challenges:**

*Make sure you are well-equipped with knowledge and wisdom for a successful journey.*

**Action Steps:**

*Take time to listen and learn from others who are taking this journey now.*

**Measurable Results:** *You will be encouraged, inspired, and driven to share what you are learning with others.*

---

## TRANSFORMATION

Picking up from where I left off in **Part 1**, I have learned that transformation is both — an *organic* and *intentional process*.

Some things will naturally happen on their own, while other things require strategic planning and self-motivated actions.

**TRANSFORMATION** is  
both an *organic* and  
*intentional process*.

A good example is coffee production. Coffee beans, which are seeds, are planted and then nurtured for natural growth. But transforming a *coffee bean* into a *cup of coffee* requires a lot of processing, including harvesting, drying, milling, and exporting beans to stores.



Then there is roasting, grinding, and finally brewing. As you can see there are a lot of **transforming processes** that go into the making of a tasty cup of coffee.

All these processes were carefully accomplished with nurtured care, coordinated efforts, and careful planning.

The same is true for our lives, which are carefully orchestrated, transformative processes. These are organic in nature — a systemic coordination of social, emotional, and physical well-being.

These processes are also intentional in nature as well. Choices, whether good or bad, shape our attitude and guide us through life.

## OUR LIVES ARE EVER CHANGING

# Life is all about Transformation



© Simon Solutions, Inc.

Transformative processes or changes are a way of life for all of us. Some things naturally happen as we grow from children to adults.

But also, the way we think and behave can influence transformative processes and our ability to grow in knowledge, understanding, and character.



I believe *transformative seeds* are constantly planted in our life. They need to be watered and nurtured over time.

These seeds could represent opportunities that we seize or important decisions that we make. These seeds can grow into a strong and healthy lifestyle that bears much fruit.

***We would be wise to fully understand these processes when it comes to helping others.***

## PEOPLE WANT MORE THAN JUST A HANDOUT

Across the country, community stakeholders are realizing that **improving** people’s lives is quite different from **transforming** their lives.

Community stakeholders tell us that this could be the obvious difference between offering people a “handout” — or a “hand up” to a better quality of life and brighter future.



It is becoming more apparent that transforming people’s lives requires more invested time, resources, and opportunities. This is beyond the scope of most helping agencies, which are forced to specialize in their programs and services due to budget constraints.

Think about it. Wouldn’t it be better if all the different helping agencies, in a community, worked together? Different helping agencies could connect, learn from each other, and seek ways to coordinate their programs and services in more profound and productive ways.

This would reduce duplication and provide them with more resources to help more people. This would also pave the way for a more *holistic approach* to helping others.



## HELPING OTHERS

Since 2006, we have learned much from community stakeholders about ways to successfully help those in need.

Communities are full of good people and caring organizations who want to help others. This is a compassionate virtue that is deeply embedded into our society's culture and values.

Helping others happens in many ways:

- *By volunteering our time and talents.*
- *By offering a helping hand to those who have fallen into hard times.*
- *By supporting worthwhile causes that make a difference in people's lives.*



Helping others can also be as simple as offering a warm gentle smile that brightens up someone's stressful day or a word of encouragement to tired souls.

Or, it could be *paying forward* random acts of kindness and generosity. I like paying for other people's meals in fast-food, drive-thru lanes. People have done this for me, so I want to return their generosity.

I simply tell the cashier at the window that I will pay for whatever the car behind me has ordered. This really warms my heart — plus presents a pleasant surprise to other customers.

Studies show that helping others is good for us as well. In an article in [Psychology Today](#), the author suggests that helping others can make us happier, improve our health and well-being, and lengthen our lives.

A graphic with a blue header and a gray footer. The header contains a small icon of two figures (one black, one red) and the text "HELPING OTHERS" in bold black letters. The footer contains the quote "It's not so much the why, but the how to." in black text.

**HELPING OTHERS**

It's not so much the why,  
but the how to.

We are learning that it is not so much about the **why**, but the **how to** effectively help others that is being questioned by stakeholders.

Helping agencies are now asking some very challenging questions. *"How do we ensure that our helping is not hurting those in need?"*

Books like **Toxic Charity** and **When Helping Hurts** have caused stakeholders to really think about best practices for helping others.

## WE MUST WORK TOGETHER

There is growing concern among stakeholders about the fragmentation that plagues their community with siloed service gaps, isolated impact, and dysfunctional helping systems. Helping Agencies are also concerned that their efforts to “move the needle” on poverty, hunger, and other complex challenges are rarely successful.



Stakeholders want to do a better job at increasing communication and cooperation among the different helping agencies within their communities.

They want to better understand people’s needs and learn how to meet these needs more efficiently and effectively with real and lasting results.

Fortunately, proven and practical solutions are now available that offer helping agencies hope in developing lasting solutions for complex challenges.

***These can ensure that all helping agencies are better connected, informed, and engaged.***

## DIFFERENT KINDS OF HELPING AGENCIES



There are many different helping agencies that are present in most communities.

For simplicity, we use the word “**helping agency**” throughout this training guide to represent any person, organization, or institution that is involved in helping others.

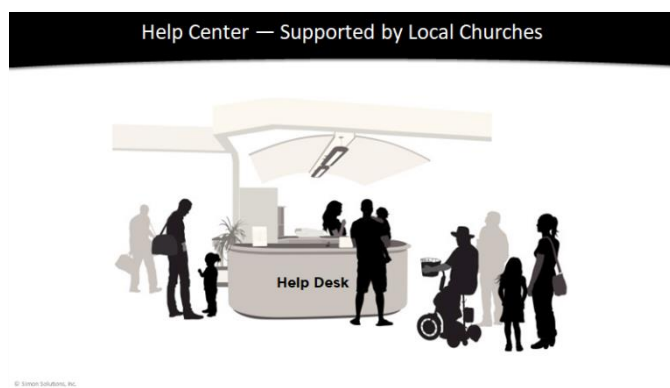
Some are charitable nonprofit organizations. Some are social service agencies, which are part of government programs.

Churches and food banks can also be helping agencies. Hospitals, schools, and job placement centers can also be considered helping agencies, as well. And let us not forget those who **support** helping agencies, like donors, businesses, foundations, and grant providers.

Some communities have a *clearinghouse* for helping others. These usually get their support from local churches that do not want to provide direct services, but they offer help with money and volunteers.

In my hometown we have a clearinghouse. It is called the “Help Center” which is open a couple of days a week.

I recently learned that our Help Center, which has been around for over 30 years, just discovered and connected with a large food bank that has also been in our community for about 30 years, as well.



Surprisingly, the Help Center leadership did not know about the local food bank, which could provide the Help Center with lots of food, *free of charge*.

This is a classic example of what we have discovered across the country. Lots of “helping others” is going on in communities; however, most of it is fragmented — where the ***right hand does not know, what the left hand is doing.***

## SOCIAL SAFETY NET

All the *helping* that goes on in a community is often called a “**social safety net.**”

This represents various programs and services that are designed to catch people who have fallen on hard times. These programs and services are provided by many different helping agencies scattered throughout a community.

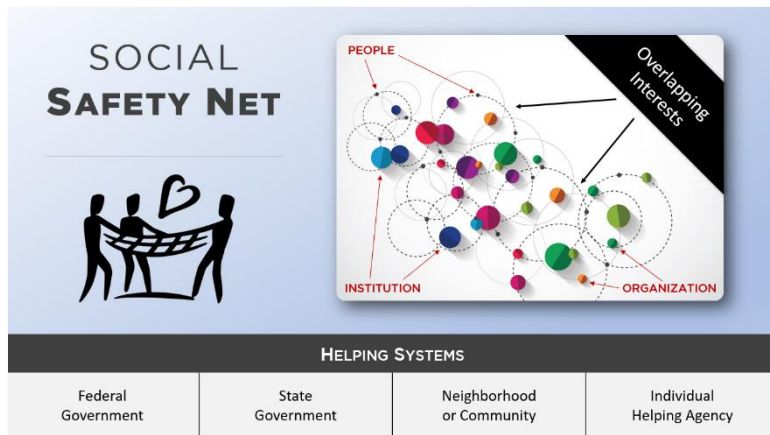


Some agencies are more widely known, such as the Salvation Army, Department of Social Services, local hospitals, and more. Other agencies are lesser known throughout the whole community — like local churches, neighborhood resource centers, or local charities.

We have discovered that some connection does happen between diverse agencies in a formal or informal way. There may be a United Way with its multiple partners that provide for the needs of people.

And there may be a ministerial alliance of churches that provide food and clothing for people facing hardship.

## OVERLAPPING INTERESTS



The people, organizations, and institutions that make up a “social safety net” have overlapping interests and practices.

And even though they share common goals, each helping agency has its own unique mission and methods of helping others.

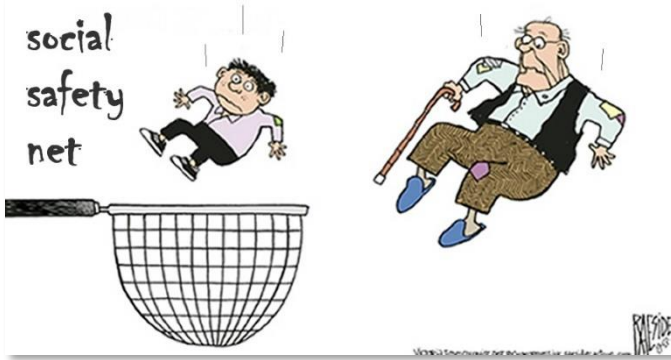
These methods are often called a “**Helping System**” that is empowered by policies and procedures, which can be local or regional. The different types of Helping Systems that are in place in a community include:

- The **Federal Government** — which includes the Dept. of Health and Human Services, HUD, and USDA programs that address food insecurity.
- The **State Government** — which includes their Dept. of Social Service or Human Resources with agencies in most counties.
- A **Neighborhood** or a **Community Initiative** comprised of partnering helping agencies — like the United Way, community development associations, and civic groups that offer programs and services.
- Also, **Individual Community** and **Faith-based Organizations** have their own helping systems in place — like a local church, food pantry, or homeless shelter.

With so many diverse helping agencies empowered by so many diverse helping systems, you would think that “help others” throughout a community would be very effective.

Well, the answer to this can be yes; but only if there are *no wide gaping holes* in the community’s social safety net.





Unfortunately, we have discovered that most community social safety nets, across the country, need lots of repair to make them strong and effective.

Fortunately, care networking technology increases communication and cooperation among diverse helping agencies, and it provides an effective referral system that can easily

strengthen a social safety net — making “helping others” most effective.

## WHICH IS MORE IMPORTANT?

When it comes to “helping others” agencies are now wondering which is most important?

Helping others temporarily **get by**; or do whatever it takes, to help them **get ahead** to a better quality of life and a brighter future.

We are encouraged by the helping agencies that are willing to partner with others in developing a streamlined and coordinated approach to “holistic care.”



Let’s now look at the problems and solutions associated with this challenge. We begin by examining “helping others” through the lens, or everyday perception, of...



- **Individuals & Families**
- **Helping Agencies**
- **Community Developers**

Being able to see things through these different perspectives will be an “eye-opening” learning experience that you will appreciate.

## HELPING OTHERS — FROM THE PRECEPTION OF INDIVIDUALS AND FAMILIES

First, let us look at “helping others” through the lens of individuals and families, and see what they face when searching for resources that can help transform their lives.

*Oftentimes, people face big problems when searching for help.*

Siloed service gaps, throughout a community, can leave people stuck and questioning as to where to go for help. This happens when a helping agency reaches its limits in providing help and is *unaware* of other agencies which can provide *more help* that is needed.

### CAN YOU HELP US?



A good example is a local church secretary who just had a family with children walk in the door asking for help. The husband explains that he lost his job last week due to layoffs; and to make matters worse, their home burned down last night due to an electrical fire. All their belongings, including clothes and furniture, were destroyed. They are hopeless and have no place to go.

The secretary, who is overwhelmed about their situation, might get the pastor or a benevolence volunteer involved in seeking solutions. But the truth is, the churches' charitable resources are very limited.

The church may be able to provide some money; but it is obvious, their limited resources cannot put this family's broken lives back together again. And when the wife asks about other places to go for help, the secretary or pastor might say, "I am sorry, but I am not sure where you might go for additional help."

***So, what's next for this family that's facing extreme hardship?***

## SILOED SERVICE GAPS

**Siloed service gaps** are caused by fragmentation and limited-service delivery which plagues most communities across the country. This fosters a dysfunctional helping system, which in turn, breaks down efforts to provide an effective **referrals system** in communities.

# PROBLEM

### *Siloed Service Gaps*

© Simon Solutions, Inc.

### *Service Delivery*

Single-focused Approach

***Fragmented & Limited***



We are amazed that most communities have a large host of helping agencies — each striving to do their part in making a difference.

But the reality is that no one or two helping agencies in a community can be “all things to all people.”

Due to a lack of resources, most agencies are limited as to the services they provide and the number of people they can help.

These limitations force many agencies to adopt a **single-focused approach** to helping others. Some agencies will specialize in emergency relief: food, clothing, and shelter. Others will specialize in medical services, education, or training.

The problem with these specialties is that it can be challenging for people with limited transportation or knowledge about those who can help. People oftentimes must take off work or find a baby-sitter, so that they can travel *all over town* seeking help from many different helping agencies.

It can be frustrating when they realize that an agency’s hours of operation have changed, or they need an appointment. And it gets very discouraging when a helping agent, after a rigorous application process, informs them that their agency has run out of resources for the month.

Fragmented and limited-service delivery leaves **wide gaping holes** in a community’s social safety net. In most communities, only a small handful of helping agencies, each working separately, are engaged in trying to catch people who have fallen into hard times.

The helping agencies are only able to offer temporary “band-aid treatment” to what is most likely, a very complex problem or situation. Siloed service gaps make matters worse by prohibiting the creation of an effective referral system, which can aid struggling individuals and families.

***Without effective referrals, many children, adults, and families lose hope in finding the resources that will help transform their lives.***

## Why so much "RED TAPE" for just a little help?



People in crisis also get discouraged when they encounter lots of “red tape” when seeking assistance. They are burdened with excessive amounts of paperwork, rigid eligibility requirements, and impersonal processes.

This discouragement can be repeated over and over again, if people have to seek help from different agencies — each with their own policies and procedures.

Some would argue that this *re-victimizes* people who are forced to re-live their crisis, every time they must tell their story to another helping agent. And this can be quite embarrassing for people who have a hard time asking for help.

### **I AM SO EMBARRASSED**

A church pastor told me a story that best illustrates the problem some people have when seeking help from others, especially strangers. While looking out his office window one morning, he noticed a nice SUV sitting in the church parking lot. He thought it strange that the car had been sitting there for about 45 minutes, with a woman sitting in the driver’s seat.

Wondering if the car was simply broke-down, he approached the driver and offered help. The woman said, *“I have been out here wrestling with myself as to whether I should go inside and ask for help.*



*I know you have emergency food for families, but I am embarrassed to ask for help.*

*You see my husband is a firefighter and brings home a decent check each month.*

*But it is still hard to make ends meet. After paying and mailing all our bills this morning, we discovered that we didn't*

*have enough money left over for groceries this week.”*

The woman went on to say, *“I know you may be thinking that we made a foolish financial mistake; but the fact remains, we simply don't have food to feed my kids this week.”*

The pastor said, *“Don't fret, we will help.”* The woman was so relieved and very humbled by the pastor's compassion. The pastor told me that he did not realize that a crisis, such as food insecurity, can happen to anyone, and not just to those we label as the *poor* or *less fortunate*.

## THE DREADED WELFARE OFFICE

Bureaucratic policies and procedures can discourage people from seeking help. I once heard a story of one state with over \$150 million dollars allocated for social services.

However, most of this was not claimed by people in need. Why? Because people facing hardship said,

*“We would rather struggle on our own, rather than go down to the welfare office. It seems that many of the people who work there are very impersonal and look down their nose at us.*

*We don't like it when they stare at us with judgmental eyes and ask so many personal questions, which frankly, is none of their business.”*





# Stuck in a Rut



*Rut is a **grave** with the ends knocked out*

Siloed service gaps and fragmented service delivery can cause people to fall into a **rut** — which could be described as *a grave with the ends knocked out*.

The limited assistance that individuals and families get from helping agencies can be perceived as a token jester of support or something just meant to help them **“get by”** for the moment.

The chance to **“get ahead”** to a better quality of life and brighter future may seem totally out of people’s reach. This leaves people stuck with no hope for restoration.

We are encouraged that helping agencies, across the country, are learning how to address this challenge. They are making great strides in developing solutions that make a difference in people's lives. They are learning how to help others with great success.

Popular books like [Bridges Out of Poverty](#) and [The Power of Collaborative Solutions](#) are paving the way for a better understanding of the consequences of siloed service gaps and fragmented service delivery.

## THE BENEFITS CLIFF



Another negative consequence of siloed service gaps is what social workers call the “benefits cliff” or “cliff effect.”

This happens to low-income individuals and families who are trying to work their way out of poverty, but they cannot find a job that pays a *living wage*.

The problem is that a slight increase in household earnings can cause people to lose their eligibility for supplemental public assistance.

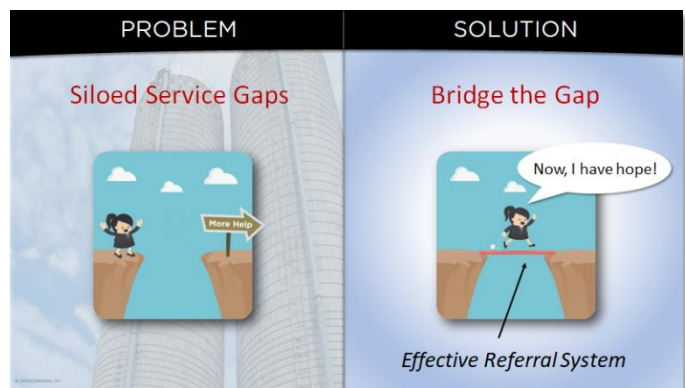
This can lead to a **net loss** in resources — leaving people **worse off** than when they were getting public assistance. This situation can discourage people and leave them with little or no hope of ever getting ahead.

Some may argue, “*why work at a low-paying job, when I am better off staying home and getting a welfare check from the government?*”

## THE SOLUTION

All of what I have shared about siloed service gaps could lead to some conclusions. Fragmented and limited-service delivery **cannot** transform lives and communities.

Large-scale social change and transformation will only happen when helping agencies, across a community, are willing to work together for common good and greater impact.



So, a solution for siloed service gaps is simply “**bridging the gap**” between helping agencies. This keeps individuals and families from *falling through the cracks* in a community’s social safety net or service delivery system. It provides people with greater access to information, resources, and opportunities that can transform their lives.

We are encouraged that communities use our care networking tools to **bridge** siloed service gaps by creating a streamlined and effective referral system.

Care Networking makes it faster and easier to find and coordinate resources — a process which can take days is now *reduced to minutes*, all because of real-time information-sharing.

## TRUE STORY FROM CHARLESTON, SC



This reminds me of a remarkable story told to us by Cathy Easley, who is *Associate Vice President of Community Impact* at Trident United Way in Charleston, South Carolina.

Cathy is also the Network Administrator for our largest Care Network in the country with includes **300 organizations** and **900 caregivers**.

A middle-aged woman walked into a church, early one morning, seeking assistance. She said that all her income came from a small sewing business that she operated out of her home.

Much to her surprise this morning, her sewing machine broke down and could not be fixed. So, she was seeking help to buy another sewing machine, as soon as possible. She was fearful that a loss of income would impact her family.

The church secretary was sympathetic and wanted to help, but the church was out of resources for the month. So, she said, *“let me check with other service providers, from across our community.”*

She got on CharityTracker, our web-based service, and sent out a **community-wide bulletin**, advising them of the woman’s need.

Within *minutes*, offers to help came pouring in. Some wanted to donate money. Others wanted to donate a sewing machine.

The good news was that the woman in crisis that morning was back at work, with a *new sewing machine*, by supper time that same day.

**BETTER WAY** to find and coordinate local resources

Don't Worry.  
I will help you find what you need.

Information Constantly Updated in Real-Time

**CARE NETWORK**  
of Helping Agencies

Working Together More Efficiently & Effectively

- JOB READINESS
- HEALTHCARE
- FAITH-BASED ORGS.
- COUNSELORS
- SOCIAL SERVICES

Referrals & Outcomes Monitored in Real-time

Personal Care .....▶ Comprehensive (holistic) Care

A well-connected Care Network, along with a streamlined referral system, is the “better way” to find and coordinate resources for people in need. Care Networking makes it possible for all helping agencies, despite their limitations, to never have to turn people away — empty-handed.

Caregivers can say with all honesty and assurance, *“I may not have exactly what you are looking for. But give me a second, and I will check what is available across our community.”*

This means **people are better served** because helping agencies, throughout a community, can collectively increase their responsiveness to the needs of individuals and families.

They can strengthen their social safety net — making it easier for them to coordinate resources, more efficiently and effectively.

Our networking tools make it fast and easy for agencies to streamline intake, assessments, and referrals — which keeps individuals and families from falling through the cracks.

***Agencies can quickly mobilize and provide resources for individuals and families facing crisis situations.***



Help for **TODAY**  
Hope for **TOMORROW.**

A well-connected Care Network can provide people with greater access to knowledge, information, and resources from across a whole community.

A Care Network, empowered by CharityTracker, supports agencies' success in providing personal and comprehensive care. Agencies can provide help, according to their specialties, and then, work together with others to coordinate "holistic" care.

A group of helping agencies can now work together with individuals and families in creating a customized **Transformation Roadmap** from crisis to sustainability to abundant living.

All assistance, referrals, and outcomes can be collectively coordinated — making it possible to monitor forward progress in real-time and advise adjustments as needed.

Now you and your community have hope that a solution can be found that will help “move the needle” on poverty, hunger, and other complex problems.

***Your Monday morning solution is CharityTracker.***

## SUMMARY

At this point in our training guide, I hope you have gained a better understanding of “helping others” through the eyes of individuals and families. As you can see, people facing hardship oftentimes face big problems when searching for help. These problems include:

**HELPING OTHERS**  
as seen through the eyes of **individuals and families**

Problems	Solutions
Siloed Service Gaps	Care Networking
Dysfunctional Service Delivery	Effective Referral System
Getting By vs. Getting Ahead	Transformation Roadmaps
Social Service vs. Social Change	Comprehensive Coordinated Care

- ***Siloed Service Gaps*** that tear wide gaping holes in a community’s social safety net, causing people to fall through the cracks.
- ***Dysfunctional Service Delivery*** that leaves people with little or no hope of finding what they need.
- ***Getting By vs. Getting Ahead*** — which is more important? This is a question that must be answered with satisfaction by resource providers and recipients as well.
- ***Social Service vs. Social Change*** — this will determine whether a community is successful in moving the needle on poverty, hunger, and other complex challenges.

We are excited that new breakthroughs in technology and cross-sector collaboration are paving the way for innovative solutions in caregiving. These include:

- ***Care Networking*** – which offers people greater access to important information and resources that support social and economic well-being.
- ***Effective Referral Systems*** – that strengthen a community’s social safety net and streamlines coordinated care.
- ***Transformation Roadmaps*** – supported by human and community development partnerships, which pave the way to abundant living for many people in a community.
- ***Comprehensive Coordinated Care*** – which is a life-changing continuum of care that can transform the lives of children, adults, and families.



Okay, let us shift gears and view “help others” through the eyes of Helping Agencies, which is the topic of our next section in **Part 3**.

We will look at their problems and solutions from their perspective and gain a better understanding of what their needs are.



### *Part 3 — From the Perception of Helping Agencies*


Let us look at “helping others” through the lens of diverse organizations. They all have needs that determine their sustainability and effectiveness.

I once heard an executive director of a large helping agency say, *“We are doing everything we can to meet the needs of children and their parents who are in poverty.”* She said that her agency, which had been around for years, was having to keep a close watch on their allocations because of a limited number of resources and budget constraints.

They were one of the most respected helping agencies in our community. And they were doing a great job for those they served. But they were struggling to meet their budget, due to dwindling grants that they relied upon in past years. They were in danger of cutting back their programs and services.

The challenges that helping agencies face are common. Let’s look at their problems from their perspective and address possible solutions that they need.

**STEP 1**  
Part 3



*Prepare Yourself for the Journey*

**KEY CHALLENGE**  
Make sure you are well-equipped with knowledge and wisdom for a successful journey.

**ACTION STEPS**  
Take time to listen and learn from others who are taking this journey now.

**MEASURABLE RESULTS**  
You will be encouraged, inspired, and driven to share what you are learning with others.

**Key Challenges:**

*Make sure you are well-equipped with knowledge and wisdom for a successful journey.*

**Action Steps:**

*Take time to listen and learn from others who are taking this journey now.*

**Measurable Results:** *You will be encouraged, inspired, and driven to share what you are learning with others.*

---

We have discovered that helping agencies, across the country, are genuinely concerned about their future. They are wondering how in the world can they “do more with less.” Many are worried that their resources will dry up, and they **will not survive**.

Most helping agencies struggle to maintain a constant flow of resources that sustain and advance their mission. And with limited staff, they cannot keep pace with the increased demand for services.



**HELPING AGENCIES**  
are very concerned

- Charities
- Churches
- Food Banks
- Schools
- Hospitals
- and more

increased demand for services  
needs are so complex  
dwindling government aid

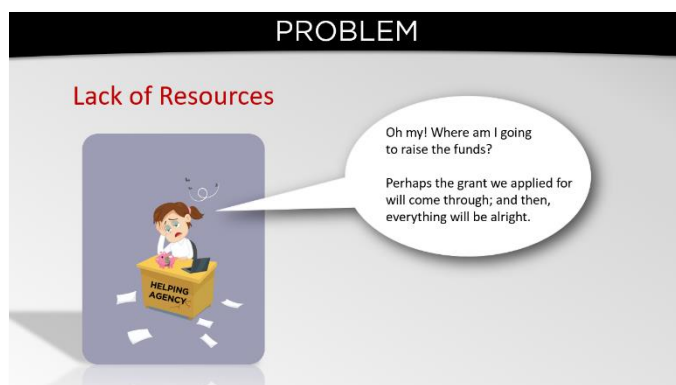
How can we do **more** with less?

Also, people's needs are becoming more complex and beyond the scope of many agencies, which for the most part, are not connected to a community-wide Care Network or referral system.

Because of this, many children, youth, and adults go without access to effective programs and services that can help transform their lives.

Most helping agencies realize that more needs to be done. However, they feel powerless in developing lasting solutions in their community, because of a lack of resources.

## HELPING AGENCIES' BIGGEST CHALLENGE



According to the [National Association of Nonprofits](#), resource development or fund-raising is the biggest challenge for helping agencies.

I cannot tell you how many times I have heard an agency leader say, *"Everything will be alright when I get that **one grant** that keeps us going."*

I often wonder what would happen if this helping agency did not get that grant?

Many years ago, I was invited to speak at a symposium produced by the Social Work Department of the University of North Alabama. They invited leaders of helping agencies to share their best practices and talk about their future. Many were overly concerned about their sustainability.

One agency executive director said, *"For many years we have provided this community with great programs and services for early childhood development; but due to a lack of resources, we may have to shut our doors next year."*

Other helping agency staff shared similar concerns.



## DONOR FATIGUE



Resource development for helping agencies will continue to be a great challenge due to **“donor or funder fatigue.”**

This happens when funders grow tired or lose interest in supporting certain charitable causes.

Funders are bombarded each year with funding requests from helping agencies that are trying

to make a difference in their communities. However, funders must make hard decisions as to which helping agencies are doing the best, at least in their eyes.

## FUNDING IS CHANGING — ARE YOU READY?

If you have not felt it yet, the expectations of funders are changing and could catch many helping agencies off guard.

**\$**

---

**FUNDING  
is  
CHANGING**

are your ready?

Funders are very concerned that their contributions or investments are truly making a difference. They want more assurance that the *right resources*, get into the *right hands*, at the *right time*.

***For this to happen, they are more interested in tracking transformation, rather than tragedy.***



For example, funders are grateful that helping agencies are tracking how they are meeting the needs of long lines of hungry individuals and families.

However, funders believe making those lines shorter, by striving to **end food insecurity** in a community, is a *better lasting solution*.

Mario Morino suggests:

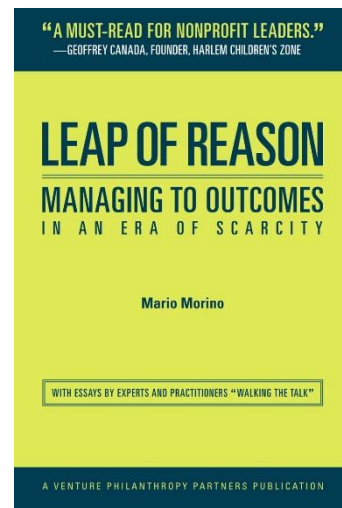
*“The cold reality is that in our present era of unsustainable debts and deficits, our nation simply will not be able to justify huge subsidies for social-sector activities and entities without more assurance that they’re on track to realize results.*”

*Public funders—and eventually private funders as well—will migrate away from organizations with stirring stories alone, toward well-managed organizations that can also demonstrate meaningful, lasting impact.*

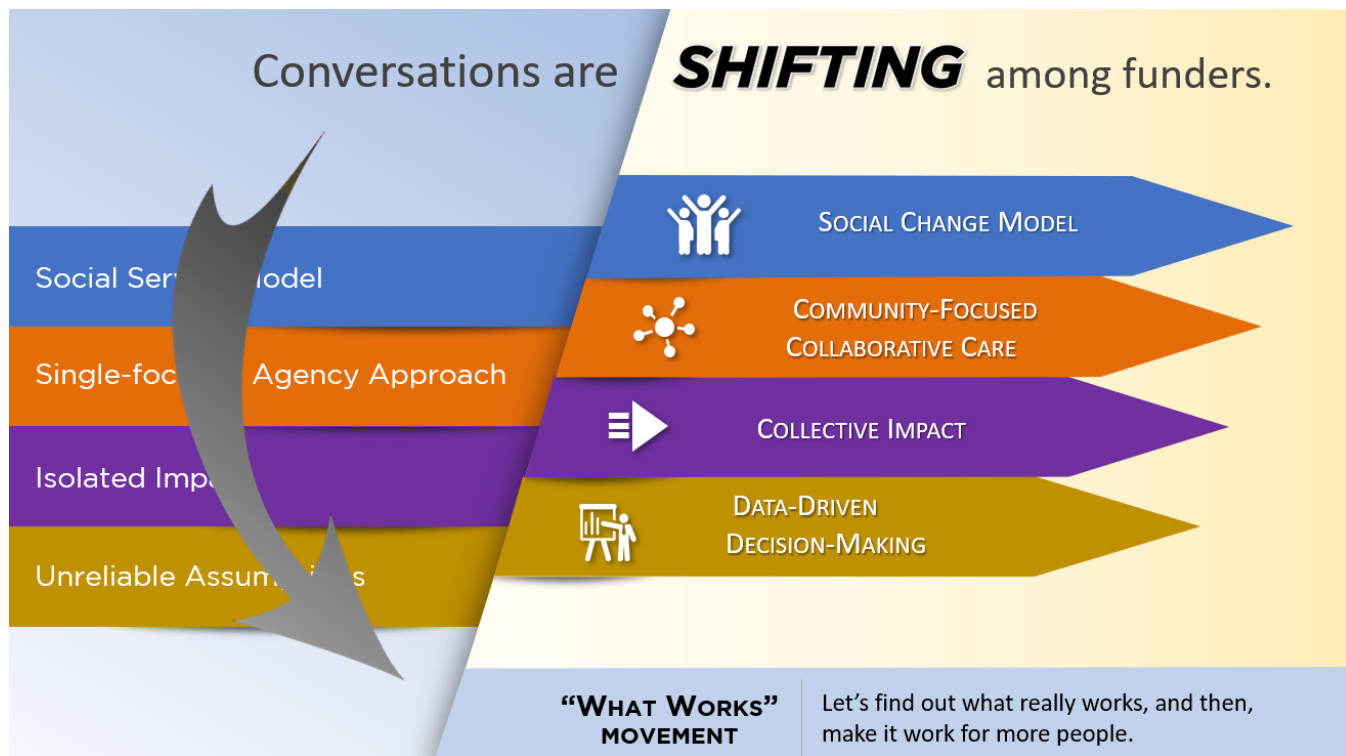
*It is no longer good enough to make the case that we are addressing **real needs**. We need to prove that we are making a **real difference**.”*

— Mario Morino, *Leap of Reason, Managing Outcomes in an Era of Scarcity* (2011)

***Helping agencies would be wise to accept this reality and begin to make plans to assure funders of what they are looking for.***







Across the country, conversations are shifting among funders of social services — especially among donors, foundations, and government. This shift is driven by a **What Works Movement**, where advocates suggest: *“Let’s find out what really works, and then, make it work for more people.”*

Experts suggest that we need innovative tools that do more than simply count the number of programs offered or the number of people served. We also need to measure outcomes and impact — the successful results of our efforts and how much people’s lives are transformed.

So, how do we know if things are really working? Well, funders suggest that communities can successfully answer this question, if their helping agencies will shift their approach to helping others.

***Funders suggest that communities shift from a “social service” to a “social change” model.***

A *social service model* values efficient service-providing, which for the most part, is reliable. However, it can be perceived by people in need as impersonal and more of a *get by* approach to helping others.

A *social change model* values effective caregiving, which is more relational and more of a *getting ahead* approach to helping others, which fosters transformation.

**Funders also suggest that communities shift from a “single-focused agency approach” to a “community-focused, collaborative care approach.”**

A *single-focused agency approach* happens when the lack of resources forces agencies to specialize in programs and services that are vital; but unfortunately, have limited impact.

A *community-focused collaborative care approach* advocates for a well-connected network of agencies that are working together more efficiently and effectively to coordinate comprehensive or holistic outcomes.

**Funder also suggest that communities shift from isolated impact to collective impact.**

Leading experts in developing lasting solutions to social problems suggest that “*Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.*” — John Kania & Mark Kramer, [Collective Impact](#).

**Isolated Impact vs. Collective Impact**

Isolated Impact	Collective Impact
<ul style="list-style-type: none"> <li>◆ Funders select individual grantees that offer the most promising solutions.</li> <li>◆ Nonprofits work separately and compete to produce the greatest independent impact.</li> <li>◆ Evaluation attempts to isolate a particular organization's impact.</li> <li>◆ Large scale change is assumed to depend on scaling a single organization.</li> <li>◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.</li> <li>◆ Progress depends on working toward the same goal and measuring the same things.</li> <li>◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations.</li> <li>◆ Corporate and government sectors are essential partners.</li> <li>◆ Organizations actively coordinate their action and share lessons learned.</li> </ul>

*Isolated Impact* happens when organizations work separately and compete to produce the greatest amount of independent impact, which for the most part, is limited and does not transform lives.

*Collective Impact* strives for large-scale social change supported by cross-sector partnerships working together for common good and greater impact.

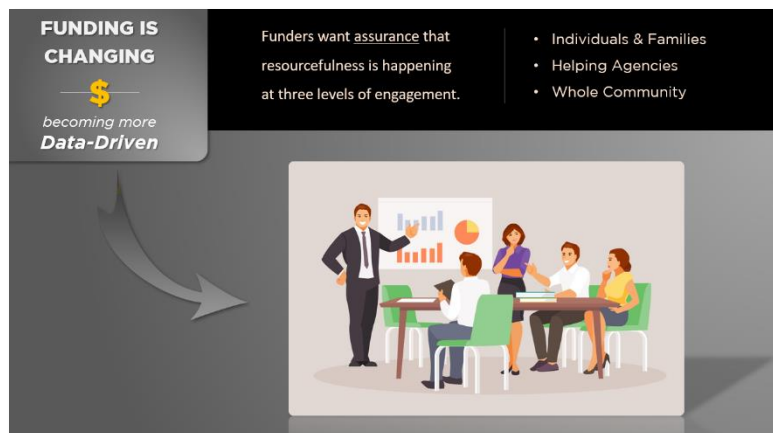
This is a better context for helping others because agencies connect, learn from each other, and collaborate for the well-being of everyone in the community.

**Funders also suggest that helping agencies shift from assessments based upon “unreliable assumption” to “reliable data-driven, decision-making.”**

Unreliable assumptions foster a fragmented understanding of people’s needs that unnecessarily wastes resources and limits results.

Data-driven decision-making drives resourcefulness and comprehensive understanding of what is really needed to help find *solutions* for people’s complex challenges.

## FUNDER WANT COMMUNITIES TO LEARN HOW TO HELP THEMSELVES



Funders want more agencies and communities to find ways to reduce their dependency upon outside resources and learn how to tap into an **abundant**, but often unrecognized, **wealth** of local community assets.

Funders are concerned that a lack of communication and cooperation among helping agencies is causing wasteful duplication of resources and efforts.

They want assurance that a community is doing whatever is necessary to see that resourcefulness is happening at three levels of engagement.

- *Individuals and families*
- *Helping Agencies*
- *Community as a whole*

I remember having a conversation with the Director of Planning and Community Development here in my hometown in Alabama. She was very concerned about the sustainability of certain programs and services in her community.

She had received a letter from the Federal government stating that her community's HUD funding would be cut by 60%. And there will be new stipulations for receiving these funds.

The distribution of funds in her community could not be focused on the work of one or two helping agencies. Funds must be evenly distributed to a multiplicity of helping agencies that should be working together.

She must also collect data from each of these agencies and produce accurate reports that support a *community-focused approach* to improving people's lives.

***Data-driven funding will continue to be a desired practice for government and foundations. It will soon become the norm for charitable and human services organizations seeking grants to fund their operations.***

## THE “LOGIC MODEL” USED BY MOST ORGANIZATIONS

We have discovered that most helping agencies strive to track certain numbers which can demonstrate efficient use of resources. These numbers are especially important for most grant applications, which require that certain questions be answered.

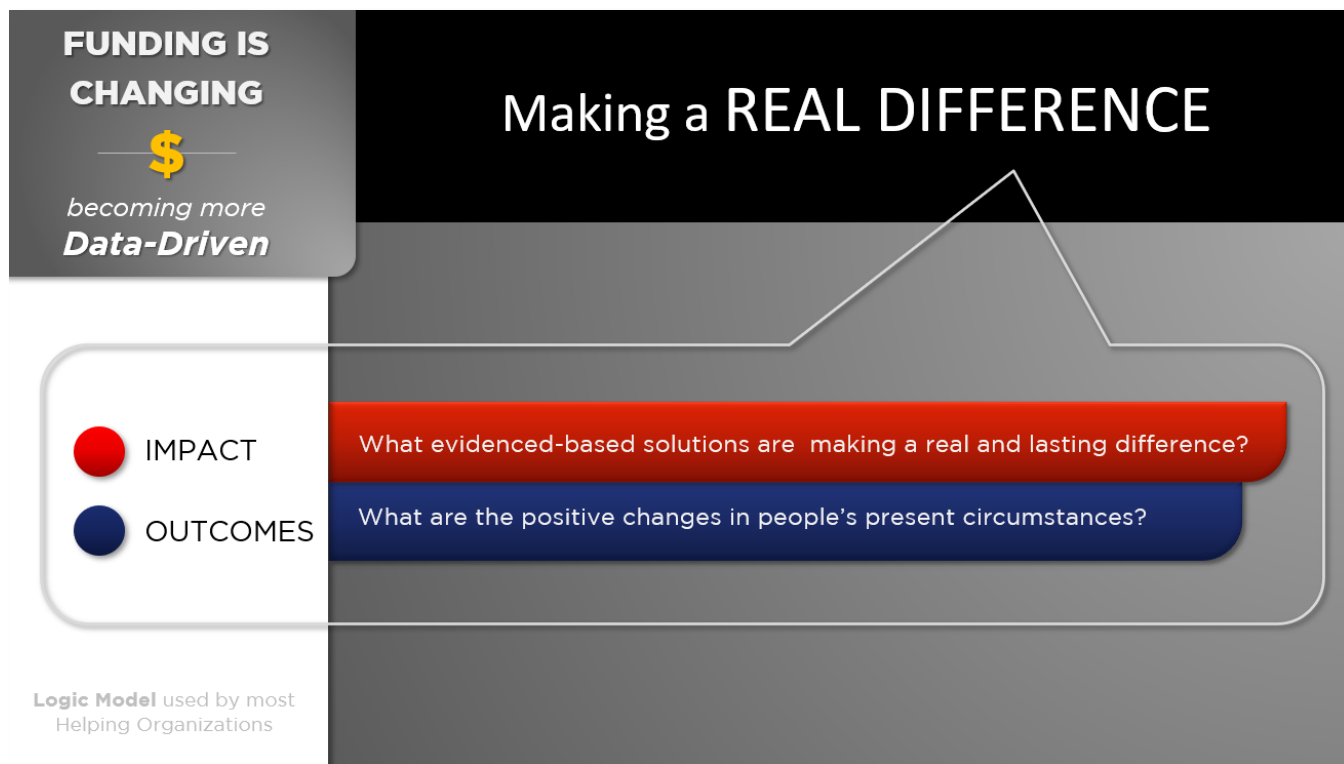
The answers are designed to demonstrate just how effective a helping agency is at *addressing real needs* in their community.



An agency’s framework for planning and working their mission is called a “**logic model**” which is used by most helping agencies around the world. This progressive framework starts with:

- **Inputs** – which include funds, staff, volunteers, and supplies — things that support agency mission and sustainability.
- **Activities** – which are methods, processes, or actions they employ to achieve their goals.
- **Outputs** – which include the programs and services they offer to individuals and families.

But according to funders, these numbers alone do not tell the **whole story** — *the effectiveness of programs or the evidence of lives transformed.*



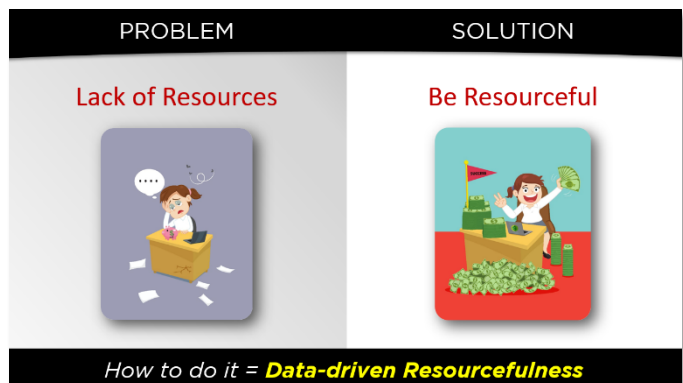
The true effectiveness of a helping agency, and a community, is better defined by **Outcomes** and **Impact Data**.

- **Outcomes** – are short/medium-term results or specific benefits for people; that is, lives improved, a better job, and increased income that leads to social and economic well-being.
- **Impact** – refers to long-lasting changes in the lives of people regarding their sustainability, and lasting solutions in communities — resulting in a significant drop in poverty, hunger, other disparities.

These metrics demonstrate that resources are **making a real and lasting difference**.

I must admit that our team is encouraged by the helping agencies that are strong advocates for measuring outcomes and impact. I believe this is a **clear sign** that agencies are really stepping up their game and are committed to “moving the needle” on poverty, hunger, and other community challenges.

## BE RESOURCEFUL



Simply said, a solution for making funders happy is to assure them that you are fully capable of being resourceful with your operations' funds and distributed assistance.

Show funders how you are using data to make better-informed decisions as to where to allocate limited resources where they are most needed.

And do your best to create a Care Network in your community — one that gathers community metrics and demonstrates that multiple helping agencies are partnering together to help others.

## LIMITED INFORMATION

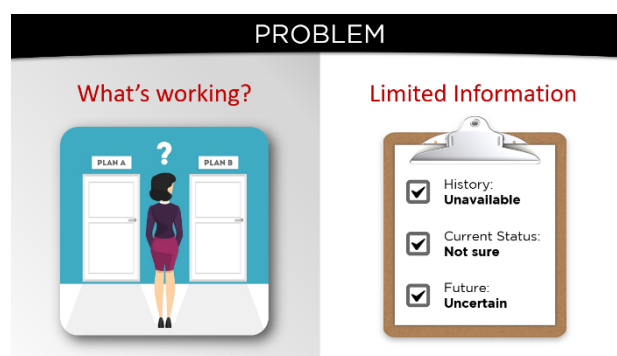
Another challenge for helping agencies, also shared by funders, is their inability to clearly define *what works* and *what doesn't*. This is often the by-product of fragmented or siloed service gaps in communities.

In my community in Northwest Alabama, a Family Court Judge approached us seeking a solution to his frustration. He was struggling to gather important information about juveniles who came into his courtroom. His staff's job was to do research on the background of an individual and get information that could shed light on certain behavior and actions.

But oftentimes, the staff returned **empty-handed** because caseworkers at different agencies said that they could not share this information with anyone, even the courts.

The judge said, *"If I cannot get reliable information, whether it's good or bad, then I will have a hard time making a good decision about the future of any boy or girl who steps into my courtroom."*

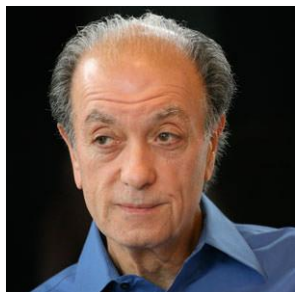
You see, limited information fosters unreliable or faulty assumptions. A fragmented understanding of





people's needs wastes resources and limits results. And it fosters a short-sighted vision for holistic care.

Mario Morino suggests:



*“Despite all the right intentions, the vast majority of nonprofits do not have the benefit of good information and tools to determine where they’re headed, chart a logical course, and course-correct when they’re off. They’re navigating with little more than intuition and anecdotes. Only a fortunate few have a reliable way to know whether they’re doing meaningful, measurable good for those they serve.”*

— Mario Morino, *Leap of Reason, Managing Outcomes in an Era of Scarcity* (2011)

Morino has a quote in his book from David Hunter who is managing partner of Hunter Consulting and a former director of assessment for the Edna McConnell Clark Foundation.

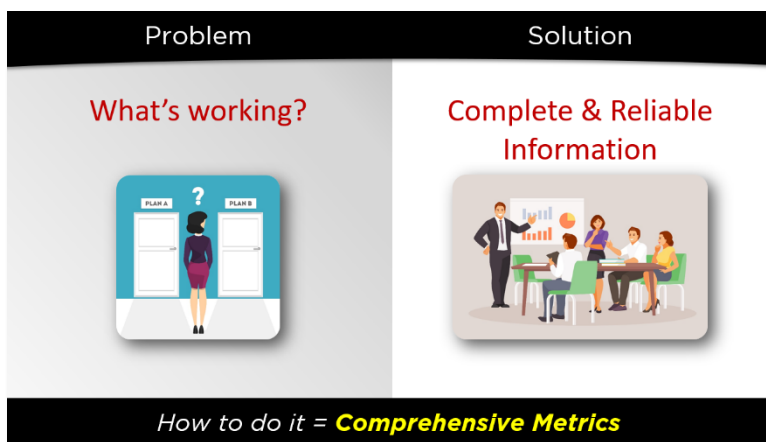
Hunter suggests, *“It is a really, really bad thing for nonprofits to promise to help people improve their lives and prospects . . . and then, when the matter is looked at closely, it turns out that they aren’t doing that at all!”*

## SOLUTION FOR LIMITED INFORMATION

Now, it is possible for helping agencies to collect and share information in a safe and secure manner. Also, HIPPA compliant standards can be applied to ensure the proper handling of confidential information.

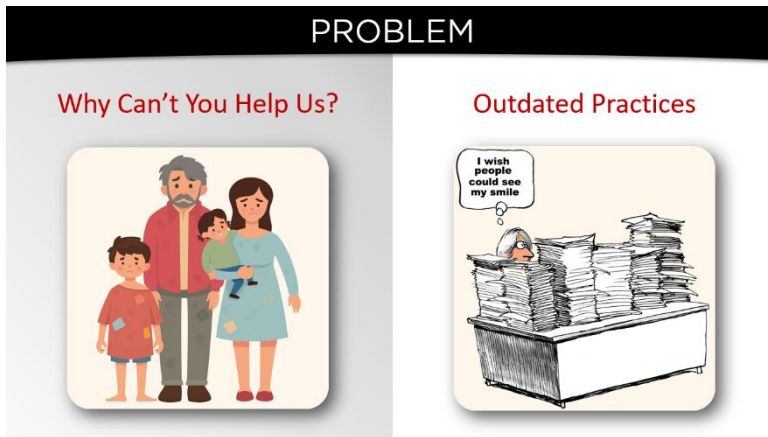
Our networking technology makes it possible for a group of helping agencies to work together with individuals and families — ***creating a customized path from crisis to sustainability to abundant living.***

All assistance, referrals, and outcomes can be collectively coordinated and monitored in real-time.



Also, capacity-building scorecards are now available that can evaluate the health, sustainability, and performance of helping agencies. This could really “ramp up” the efficiency and effectiveness of helping agencies.

## OUTDATED METHODS AND PRACTICES



Another problem for many helping agencies is their inability to **effectively** meet people’s increasingly complex and changing needs.

Despite good intentions, an agency’s mission can fall short of expectations because of *outdated methodologies* or *ineffective practices*.

A food bank in San Diego told us a remarkable story. They said that the way they were distributing emergency food needed an *overhaul*.

Many people seeking help would start gathering at the food bank long before sunrise; and then, stand in long lines for hours.

The food bank was often overwhelmed by the vast number of people needing food, so they asked our company if we could help find a good solution.

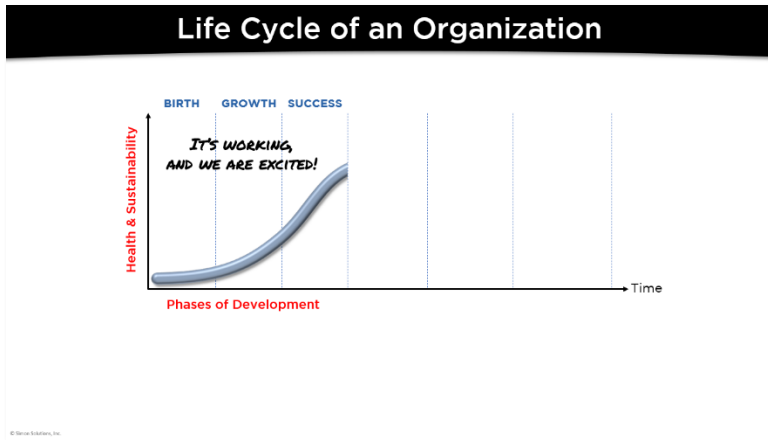
Using *laptops*, *digital signature pads*, and *barcode scanning*, all supported by our web-based technology, the food bank staff set up multiple stations where people could quickly move through the lines.

This solution enabled the food bank to cut 3-hour waits down to about 30 minutes.



***Now that is a remarkable testimony of innovative thinking and acting.***

## ORGANIZATIONAL LIFE CYCLE



The problem and solution experienced by the San Diego Food Bank illustrates an important lesson in organizational leadership and development.

The health and sustainability of an organization is largely determined by its **leadership** and its **life cycle** phases of development.

This will impact the *efficiency* and *effectiveness* of the organization and its ability to adapt to changing needs.

This can apply to any helping agency — including a charitable nonprofit, local congregation, or any social service agency.

Most organizations are born out of stakeholders' passion for making a difference and willingness to pour time, effort, and resources into successful results.

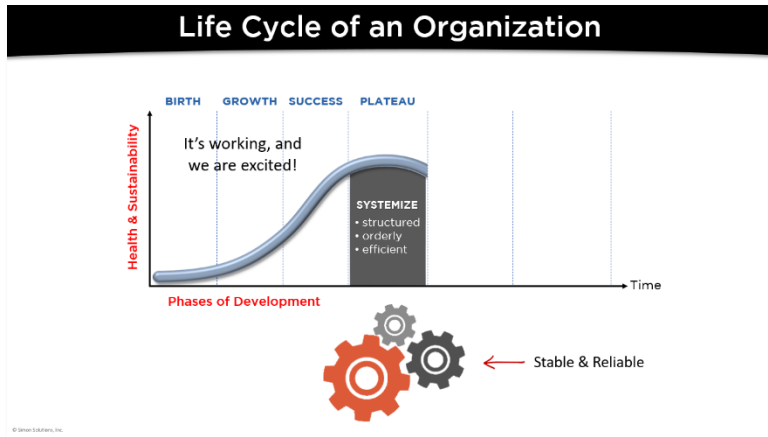
Their mission is energized with creative thinking and acting that is full of imagination, hope, and possibilities.

Plans and actions will go through phases of development over time.

In the beginning, stakeholders are very excited about their plans.

Their actions seem to be working and achieving relative success.





However, at some point in its development, an organization can plateau; that is, begin to lose its energy or stagnate.

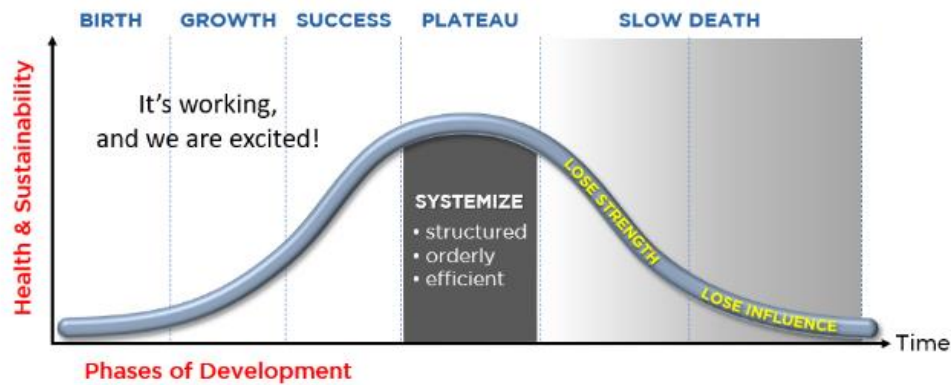
This happens when stakeholders begin to **hold on tight** to ways that led to past successes.

They lock down these successes with policies and procedures that they believe will keep things running smoothly. This is when an organization begins to **systemize** — becoming highly structured, orderly, and efficient.

They operate like a *well-oiled machine* that is stable and reliable for everyday tasks and processes. But this is not bad. Unless the **system** takes on a life of its own — “*forsaking people, for the sake of the program.*”

Organizational life cycle will become unhealthy when stakeholders become too comfortable with status quo and resistant to innovative thinking and acting that lead to necessary productive changes.

## Life Cycle of an Organization



Unable to effectively respond to people's constantly changing and complex needs

I have often heard that it is hard to grab hold of a promising future, while tightly holding on to the past.

Stakeholders can get too busy guarding "status quo" and pay little or no attention to emerging changes that could impact its organizational life cycle.

The consequences can be **devastating**.

Unfortunately, as time progresses, an organization will enter a life cycle phase known as "slow death." This is when the organization starts losing its health, sustainability, and influence. And it loses its ability to effectively respond to people's complex needs.

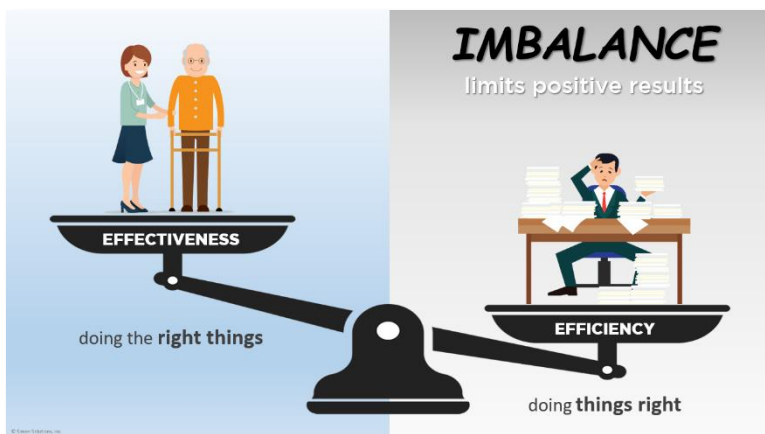
### EFFICIENCY VS. EFFECTIVENESS

A balanced approach to efficiency and effectiveness is important to a healthy organizational life cycle of a helping agency.

Efficiency may be described as “**doing things right,**” whereas effectiveness is “**doing the right things.**”

Unfortunately, efficiency, which focuses on the best use of resources, can outweigh effectiveness, which focuses on long lasting results or the impact in people’s lives.

If this happens, the effectiveness of a helping agency could become **imbalanced** and drive the agency into a stagnate plateau phase, indefinitely.



Eventually, the organization will become “out of touch” with current realities and unable to adapt to people’s constantly changing situations and needs.

*In the world of social services, this situation is often described as a “broken system that needs fixing.”*

## BROKEN SYSTEM



A good example of an ineffective broken system is the following:

A person has accidentally fallen overboard while traveling on a cruise liner and is now drifting a great distance from the ship.

If this accident had not been witnessed by another passenger, the crew would

never know, until landing at its final destination.



But in this case, another passenger **does witness** the incident and tries to find the right person to notify, which takes time. Meanwhile, the overboard victim drifts farther and farther away from the ship.

Once the crew is notified, it takes more time to raise the alarm, administer protocols, and figure out where the victim was last seen.

Now it is time to **turn the ship** in the right direction and rescue the victim.

But turning a massive cruise liner, occupied by thousands of people, is *not easy*.

Some cruise ships are twenty (20) stories high, weigh several thousand tons, and some are the length of three football fields.



Turning this massive vessel takes much time and effort. So, by the time the ship returns to the last known location of the victim, things have changed.

The waves have pushed the victim to a new location. And so, the recovery process **starts all over again** — continuing to put the victim at-risk.

May I suggest that this situation is played out every day in most communities across America. Many under-resourced individuals and families are constantly treading “dark waters” in their lives. And just when they think help is within their reach, another wave of despair overtakes them.

## **DYSFUNCTIONAL HELPING SYSTEM**

Unfortunately, dysfunctional helping systems keep people from finding help that rescues them from hardships, and then effectively restores hope to their troubled lives.



So, you may be thinking, “*who is to blame for this?*” Well, may I suggest that usually it is the **broken system** that has been around for years, and simply needs an overhaul.

I am reminded of the story of a social worker who worked at a prominent helping agency that had been around for many years.

*She said, “I want so much to help everyone who comes in the door. I listen carefully to their needs, but oftentimes, I am limited in my ability to help.*

*But despite our resource limitations, my supervisor insists that I get as much information from people as possible. I am told that this information is vital to our being able to apply for grants that can sustain our organization.*

*Oftentimes, this interview process can take as much as 45 minutes to an hour. I can see the look on people’s faces as they wonder — why so many questions?*

*Following the interview, I feel bad when I look into their eyes and ask for more documents from them to substantiate their needs.*



*I feel so frustrated doing this — knowing that people are just looking for a little help during a time of great need in their lives.*

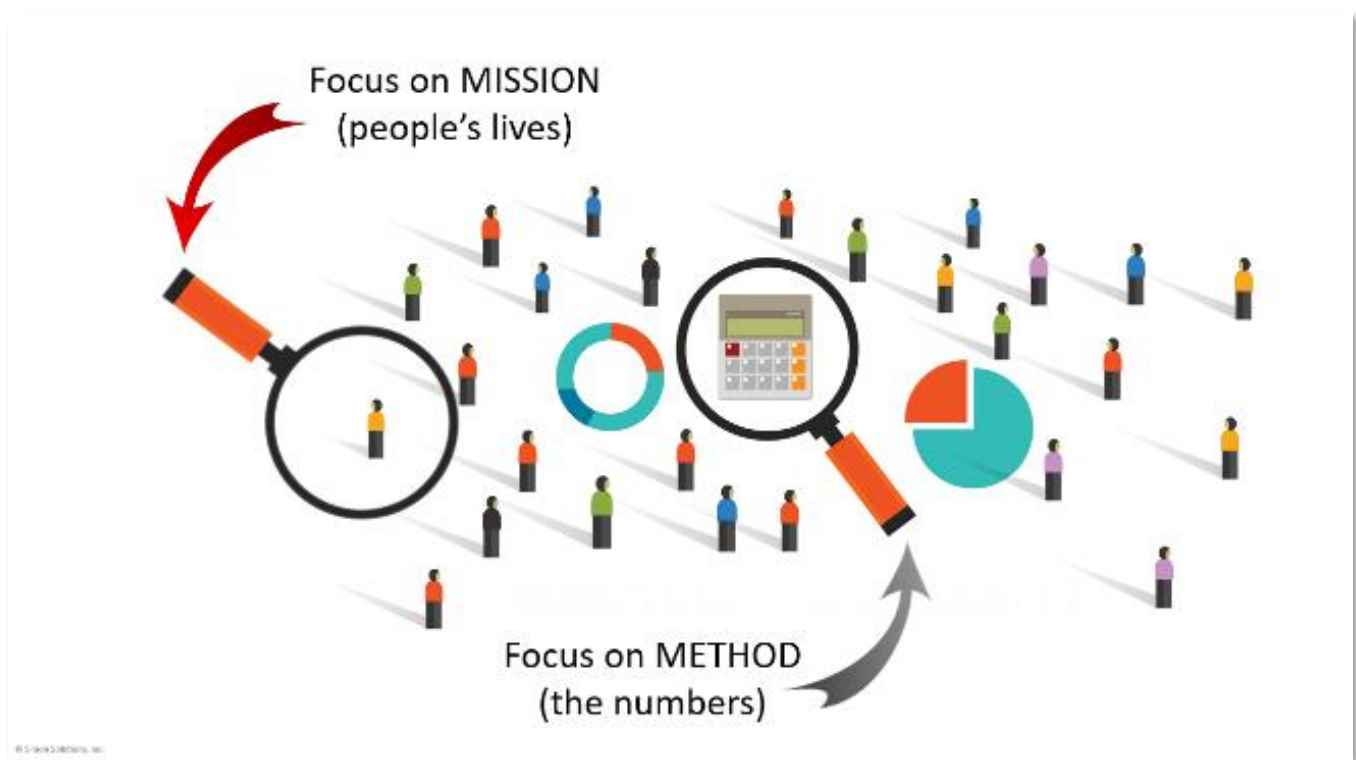
*And even more frustrating, is looking out in the office lobby and seeing a large host of people waiting in line, just to see me. And that is the way it has been for all the years that I have been working here.*

*This is **not** what I expected or hoped for when I went to college and majored in Social Work. All I wanted to do is simply help others who are struggling with hardship, offering them hope from someone who really cares.”*

## METHOD VS. MISSION

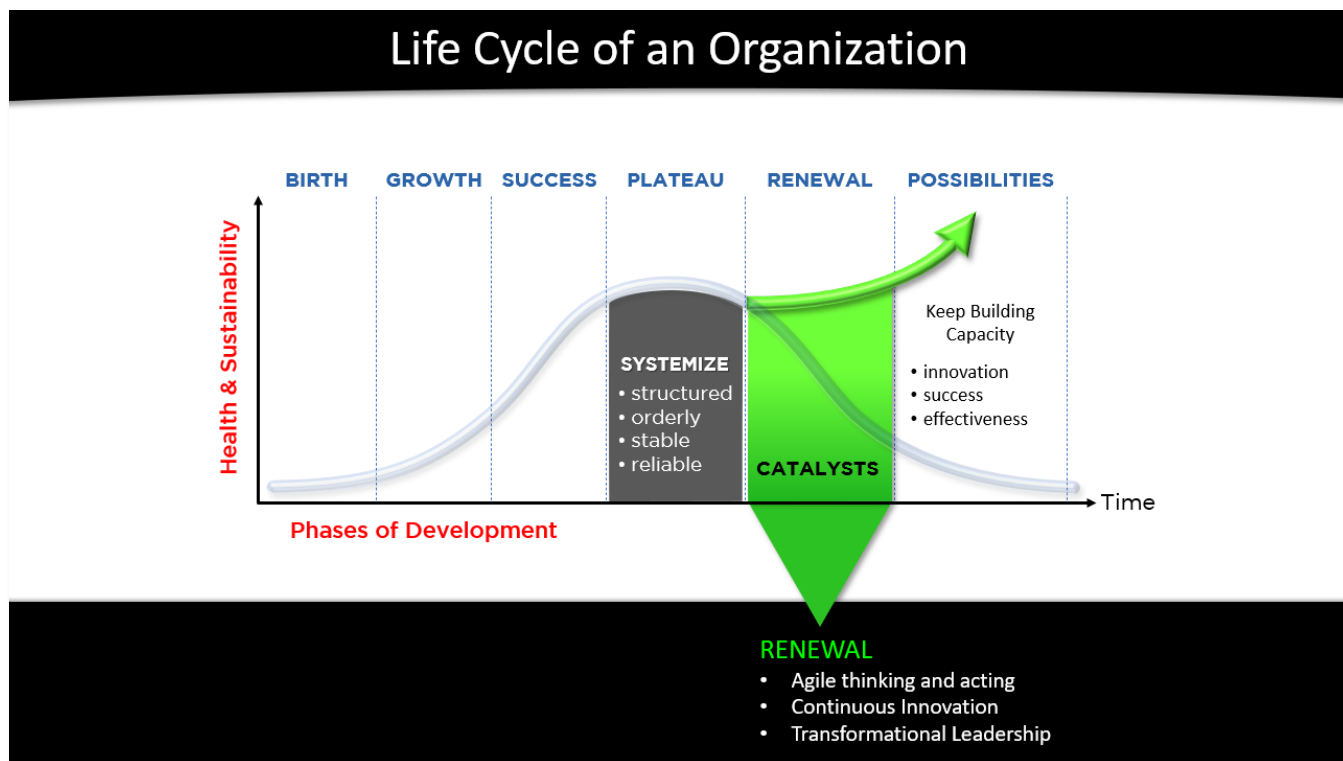
So, how do you know if this is happening in your organization? Well, one of the warning signals is too much focus on the **method**, rather than the **mission**.

Driven by heart-felt passion and a strong desire to make a difference, mission breathes life into an organization. Mission is the “*why we exist*” and is equally, or perhaps much more important, than the “*what*” or “*how*” we do things.



## RENEWAL

Fortunately, something can be done to remedy this situation, if helping agencies are willing to explore simple, practical, and innovative solutions. There is hope for helping agencies that want to maintain efficient practices; and at the same time, be truly effective in making a difference in people's lives.



And even if an organization discovers that it has reached a *plateau phase* in its development, there are solutions that will breathe new life back into its operations.

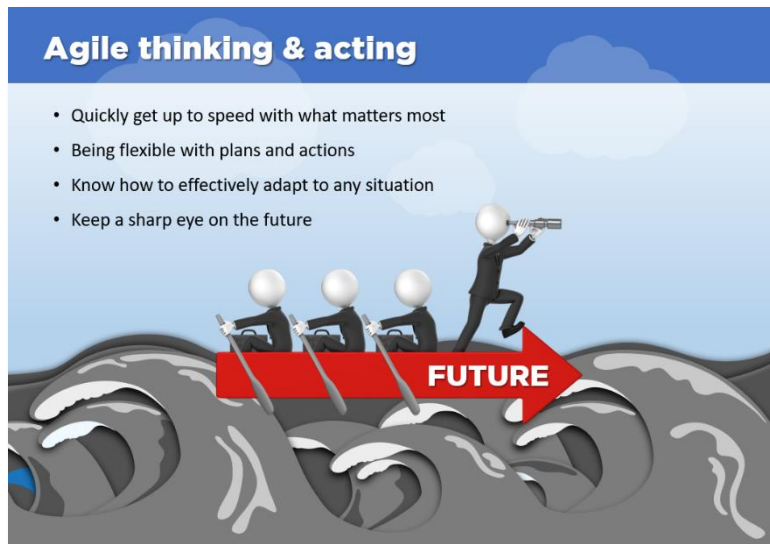
The plateau phase of an organization does not mean it is destined to lose its strength and vitality. It also does not mean an organization must sacrifice *effectiveness* for *efficiency*. Both can happen in a balanced approach at the same time, if stakeholders are willing to continuously explore emerging trends and best practices.

This will mean that *catalysts* or changes must be adopted by stakeholders to ignite a *renewal process*, which can take the organization into a whole new realm of possibilities and effectiveness.

Keep in mind that this renewal process is **NOT** just another program relegated to a handful of staff or volunteers. It must be fueled with great passion from influential stakeholders who have a bias for action and welcome the challenge of exploring new and exciting solutions.

This process must be driven by *agile thinking and acting, continuous innovation, and transformational leadership*. Even though the waves of change are constantly tossing us “to and fro”, we do not have to let them sweep us off our feet.

## AGILE THINKING & ACTING



Agile thinking and acting ensures that any helping agency can quickly get up to speed in responding to needed or unpredictable changes.

It also involves having the flexibility to adjust existing plans and actions, so that they adapt well to new or different situations as they arise.

And it means that a team of innovators are keeping a close watch on current and future realities.

These innovators should be given a special place or context where they spend less time rehashing problems and spend more time being creative and developing solutions for future challenges.

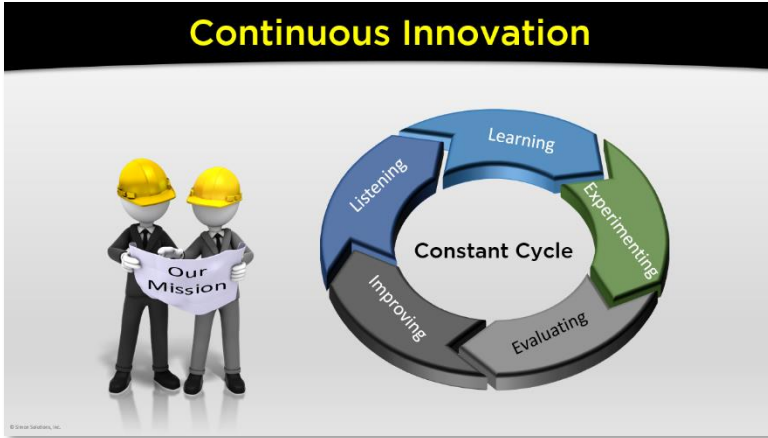
In the **Introduction**, I suggested whether we like it or not, the reality is that strong “winds of change” are constantly blowing across our societal landscape. I understand that not everyone likes to talk about change.

For some, change simply means implementing suspicious ideas and burdensome tasks. So, they would prefer to work on the familiar that does not *rock the boat*.

However, visionary leaders usually challenge the status quo and are constantly looking for ways to innovate more effectively. These leaders want to harness the winds of change by lifting their sails and ride the waves to new and exciting adventures.

***These visionary leaders or stakeholders will make sure that your organization is positioned and prepared for the future.***

## CONTINUOUS INNOVATION



The health and sustainability of an organizational life cycle will depend on its ability to identify and adapt to needed changes.

Change does not have to be a problem but can be a promising opportunity for an organization that invests in a ***constant cycle of innovation***.

Helping Agencies can increase their health and sustainability by *listening, learning, experimenting, evaluating, and improving*. This is a great way to constantly breathe “**new life**” into an agency’s mission.

## TRANSFORMATIONAL LEADERSHIP

TRADITIONAL Leadership	TRANSFORMATIONAL Leadership
Focused on the <b>work</b>	Focused on <b>people</b> at work
More <b>bureaucratic</b>	More <b>organic</b>
Very <b>responsive</b>	Very <b>proactive</b>
<b>Heritage</b> — driven	<b>Vision</b> — driven
Motivates with <b>rewards</b>	Motivates with <b>investments</b>
Best at <b>managing projects</b>	Best at <b>empowering people</b>
<p><i>“Everything rises and falls on leadership.”</i> — John C. Maxwell</p>	



Breathing new life into an organization's life cycle is also energized by *Transformational Leadership*, which is quite different than *Traditional Leadership*.

*Traditional Leadership* tends to **focus more on work**; that is, goals, compliance, management, and performance. *Transformational Leadership* focuses more on **people at work**; that is, good working relationships, people's creative ideas, and how their strengths and skills can be synergized.

*Traditional Leadership* tends to be **more bureaucratic**, a top/down controlling approach that's very task oriented. *Transformational Leadership* is more **organic**, decentralized, and team oriented.

*Traditional Leadership* can be **very responsive** — quickly addressing problems as they arise, like a fireman or policeman who makes quick decisions. *Transformational Leadership* is more **pro-active** — addressing potential concerns before they become problematic, kind of like a nutritionist who encourages us to eat good foods that support good health.

*Traditional Leadership* can be very **heritage-driven**, focusing mostly on maintaining, and even guarding, existing organizational culture, processes, and procedures. *Transformational Leadership* is mostly **vision-driven** and challenges the current state of organizational affairs, especially if things are not working well. It constantly promotes innovation and changes that make great sense.

*Traditional leaders* motivate people with **rewards** for performance behavior — getting the job done in a cost-effective and timely manner. *Transformational leaders* motivate people through **investments** — by fueling people's passion, enhancing their skills, and celebrating their purpose-driven values.

So, looking at all of this in the "big picture", *Traditional Leadership* is best at **managing projects** and delivering defined results.

*Transformational Leadership* is best at **empowering people**, supporting innovation, and preparing for the future.

"The **pessimist**  
complains about the  
wind.  
The **optimist**  
expects it to change.  
The **leader**  
adjusts the sails."  
John Maxwell



So, with the winds of change constantly blowing, a healthy balance of both leadership styles can be quite productive in enhancing the health and sustainability of an organization.

***But Transformational Leadership is the only one that offers hope for a desirable future.***

## SUMMARY

At this point in our training guide, I hope you have gained a better understanding of “helping others” through the eyes of helping agencies. Like people in need, agencies struggle with needs or problems that impact their sustainability and advance their missions. These problems include:

- **Lack of Resources** that limit the number of people helped and service delivery.
- **Lack of Outcomes & Impact Data** that proves to funders that you are making a real and lasting difference in people's lives.
- **Limited Information** which fragments a deeply understanding of the complex needs of individuals and families.
- **Organizational Stagnation** which impacts the health and sustainability of your organization, causing resistance to innovative thinking and acting.



We are excited that new breakthroughs in technology and innovative solutions are making a difference in the way helping agencies serve people. These include:

- **Organizational Renewal** breathes new life into a helping agency's operations and helps them to increase their health and sustainability.
- **Agile Development** helps organizations to quickly get up to speed with what matters most and stay flexible with plans and actions.
- **Continuous Innovation** keeps organizations healthy and makes sure that they can identify and adapt to changing needs.
- **Transformational Leadership** helps organizations to stay productive, be innovative, and prepare for the future.

Okay, let us shift gears and view “help others” through the eyes of Community Developers, which is the topic of our next section in **Part 4**.

We will look at their problems and solutions from their perspective and gain a better understanding of what their needs are.



*Part 4 — From the Perception of Community Developers*


Let us look at “helping others” through the lens of community developers. Their job is to focus their attention on the overall state of their community.

They are most concerned about the social, economic and well-being of individuals and families. But oftentimes, their job is no easy matter, especially with constantly changing and complex challenges like poverty, hunger, and unemployment.

These challenges can be overwhelming, and it is hard to find lasting solutions that truly make a difference. But there is hope.

Let’s explore their problems and solutions to these challenges.

**STEP 1**  
Part 4



**Prepare Yourself for the Journey**

**KEY CHALLENGE**  
Make sure you are well-equipped with knowledge and wisdom for a successful journey.

**ACTION STEPS**  
Take time to listen and learn from others who are taking this journey now.

**MEASURABLE RESULTS**  
You will be encouraged, inspired, and driven to share what you are learning with others.

**Key Challenges:**

*Make sure you are well-equipped with knowledge and wisdom for a successful journey.*

**Action Steps:**

*Take time to listen and learn from others who are taking this journey now.*

**Measurable Results:**

*You will be encouraged, inspired, and driven to share what you are learning with others.*

Communities, across the country, are **overwhelmed** by constantly changing and complex social needs. Community developers are desperately seeking lasting solutions that will “move the needle” on poverty, hunger, and other challenges.

It is becoming apparent that lasting solutions will be limited unless the whole community gets involved.



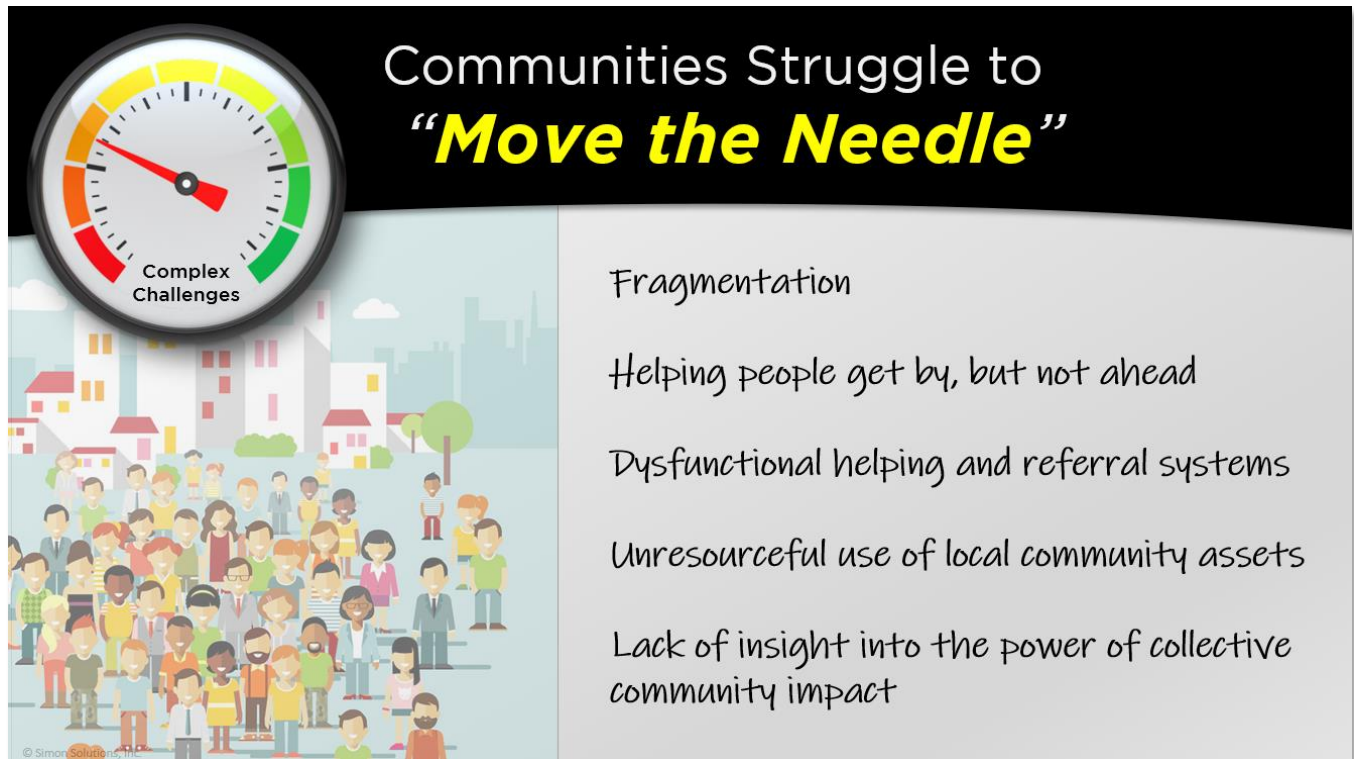
**Communities are overwhelmed!**



*“Moving the Needle” on poverty, hunger, and other challenges will be limited until the **whole community** gets involved.*

First, I want to share with you some of the major issues facing communities today. We are learning that communities are **constantly struggling** to “move the needle” on complex challenges — including poverty, hunger, health disparities, and more.

*Why? Well, there are some obvious reasons.*

The graphic consists of a black header with the title 'Communities Struggle to Move the Needle' in white and yellow text. Below the title is a gauge with a red needle pointing to the 'red' section, labeled 'Complex Challenges'. The gauge is set against a background of a colorful illustration of a diverse community of people of various ages and ethnicities. The background also shows a city skyline and houses. The text on the right side of the graphic is in a handwritten style.

Communities Struggle to  
**“Move the Needle”**

Complex Challenges

Fragmentation

Helping people get by, but not ahead

Dysfunctional helping and referral systems

Unresourceful use of local community assets

Lack of insight into the power of collective community impact

## FRAGMENTATION

Most communities are plagued by **fragmentation**, especially among helping agencies, or what others call, service providers. Fragmentation can be described as the right hand not knowing what the left hand is doing.

I remember a helping agent in my community saying, “I’ve been a social worker in this community for over 30 years, and agencies do not talk to one another.” Unfortunately, this has become an accepted civic culture that many stakeholders recognize as something that **little** or **nothing** can be done to fix it.

However, this is changing with new breakthroughs in innovative networking technology and other capacity-building tools.



## **HELPING PEOPLE GET BY — BUT NOT AHEAD**

We have also learned that advocates for collective impact suggest that the social sector focuses more on isolated social intervention, instead of large-scale social change. Too much emphasis is placed on helping people *get by*; and not enough on helping people *get ahead* to a better quality of life.

Community stakeholders in many cities are working on this. They are investing in ways that will improve community partnerships and collective impact.

## **DYSFUNCTIONAL HELPING AND REFERRAL SYSTEMS**

We have also discovered that communities struggle to find solutions for their *dysfunctional helping and referral systems* — mostly caused by siloed service gaps. These tear wide gaping holes in a community's social service safety net. This causes many people to "*fall through the cracks.*"

These also make it extremely difficult for children, adults, and families to find knowledge and resources, from across their community that can help transform their lives.

But this is also changing as care networking technology makes it possible for all helping agencies, across a community, to be better connected, informed, and engaged.

## **UNRESOURCEFUL USE OF LOCAL COMMUNITY ASSETS**

Most communities struggle with an *unresourceful use of local community assets* for helping others. There is too much wasteful duplication of resources, which could easily be resolved by care networking and effective referrals.

We have also found that most helping agencies struggle to maintain a constant flow of resources that sustain and advance their mission. Many have an unreliable dependency on yearly grants, which they believe could tip the scales on their productivity and future.

This can change as more communities practice *asset-based community development*.

## LACK OF INSIGHT INTO THE POWER OF COLLECTIVE COMMUNITY IMPACT

We are learning that most community stakeholders *lack insight into the power of collective community impact*. Perhaps this is because they are not aware of emerging trends and best practices that could revolutionize the way they think and act.

Oftentimes when made aware of possibilities, community stakeholders say, *“I did not know that this is possible.”* This is one of the reasons why we developed this training guide, which offers great hope and promise.

## COMMUNITY — THE BIG PICTURE LOOK



Community developers, by the nature of their jobs or passion, look at their community from a 30,000 ft.

This “big picture” view is supposed to focus on the public interest for the well-being of everyone in the community.

The stakeholders involved include city and county government.

Others include economic and workforce developers. Public safety, education, and healthcare institutions for all residents, are also involved.

They are beginning to realize that unless their whole community gets involved in addressing complex challenges, their efforts and hopes will fall short of desired expectations.

Community stakeholders are usually the ones who are seeking answers to the following questions.

- Does **EVERYONE** in our community have access to **well-paying jobs** and **affordable healthcare**?
- Can **EVERYONE** adequately **feed, clothe, and house** themselves?
- Is **EVERYONE** plugged into the **love and support** of family and friends?

- Does **EVERYONE** know of the **many opportunities** to improve their lives and contribute to their overall well-being?
- Can we truly say we've done **whatever it takes** to ensure that **EVERYONE** has the opportunity to live a healthier, more productive, and meaningful life?

These are critical questions that must be addressed with solutions that make sense to everyone in the community.

## CAN'T SEE THE FOREST FOR THE TREES



Another challenge for community developers is their inability to see helping others from a **community-focused approach**.

Community developers tend to focus on building vibrant healthy neighborhoods and strengthening our economy through a well-trained workforce and better jobs.

Because of the nature of their work, they usually leave the “everyday care” of helping others to the many helping agencies scattered across a community.

But due to limited staff and budgets, helping agencies usually focus on the programs and services that help others survive but cannot offer resources and opportunities that help people thrive.

In this illustration the *forest* can represent a community-wide “helping system” or what’s often called a social safety net — one that catches people who have fallen on hard times.

This safety net is designed to increase communication and cooperation among all helping agencies and community developers.



***And it is supposed to provide an effective referral system...if it exists, which in many cases doesn't.***

The trees represent individual helping agencies and stakeholders — each very busy in their own “everyday” routines and practices. Their day-to-day busyness, management problems, budget constraints, and other challenges take up most, if not all, of their time and energy.

This leaves them with little or no time to venture beyond their self-interests and get to know others in their community that have similar vision and mission for “helping others.”

There must be streamlined processes for people in crisis situations to finally break the cycle of poverty in their lives. Community developers must pick up where helping agencies leave off by providing opportunities to help others find a *better job* and a *living wage*.

But most communities are fragmented and do not have a *context* or *community culture* where human development is **partnering** with community development.

Although everyone knows that the social and economic well-being of everyone is necessary, no one knows who is responsible for making this happen.

## TOO MANY PLATES SPINNING IN THE AIR



I remember the day I had an eye-opening conversation with a community college president in my city.

We were discussing ways to increase communication and cooperation among human and community developers in our community.

I could sense from our conversation that he was able to envision the mutual

benefits of working together and how it could help transform people’s lives.

However, he said that his active engagement in making this happen in our community would be limited. He said, “*I already have so many plates spinning in the air. Before I pick up and start spinning another plate, I would have to lay one down, which I cannot afford to do. It would not be in my best interest.*”

I did empathize with his everyday challenges. But I was still disappointed with his strong focus on self-interests, and his unwillingness to take time to collaborate with other community stakeholders or developers about the well-being of others in our community.

## ISOLATION & SELF-INTEREST

Early on I showed this quote from Peter Block. What he said is worth repeating here.


*“The essential challenge is to **transform** the isolation and self-interest within our communities into **connectedness** and **caring for the whole**.”*

We must find a solution to the fragmentation that plagues communities, across the country. And we must find a way to transform isolation and self-interest, which causes “siloe d service gaps” that hinder comprehensive coordinated care.

In the following illustration, these dots represent anyone who offers help in any way — including caregivers, social service organizations, churches, schools, businesses, government, and funders. The problem is that they are isolated and do not talk to one another.


# Problem

### Fragmentation



Caregivers  
Helping Agencies  
Institutions  
Businesses  
Funders

### Isolation & Self-interest



Creates Wasteful Duplication &  
Wide Gaps in Service Delivery

This makes it hard, if not impossible, for the **whole community** to get on the same page when it comes to addressing poverty, hunger, and other complex community challenges. The results are wasteful duplication of efforts and wide gaps in service delivery, which prevents people from finding the resources that they need.

## THE UPHILL BATTLE



We all should be thankful that our communities have a great host of caring people and organizations that strive to do their best at feeding the hungry, healing the sick, and sheltering the homeless.

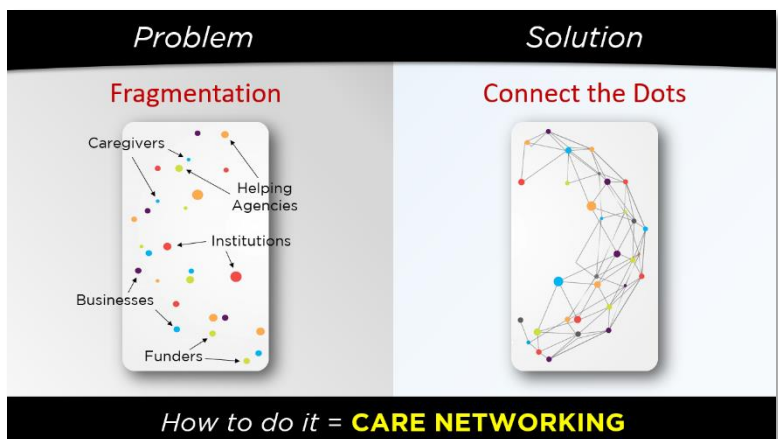
But the reality is apparent. No one person, organization, or institution can be all things to all people.

Isolated helping agencies cannot **ensure** that **everyone in the community** has the chance to not only get by; but also, get ahead to a productive lifestyle. But there is hope!

## CONNECT THE DOTS

Communities across the country are now “waking up” to the reality that fragmentation is a problem and deserves immediate attention.

They are learning that increased connectivity leads to increased cooperation among helping agencies, which in turn, leads to greater outcomes and impact.



***So, how do we start making this happen in our community?***



Many community stakeholders are suggesting that our networking technology is their “Monday-morning solution.” Agencies use our tools to create well-connected and broadly distributed Care Networks.

These networks feature a mutually beneficial exchange of communication and information, which all happens in real-time. Networking is proving to support agency development and accelerate their mission. And it is proving to advance a more comprehensive approach to transforming people’s lives.



We are encouraged that community developers are learning how to help themselves and not be constantly dependent upon outside resources. This challenge has spawned proven methodologies and capacity-building tools like **appreciative inquiry** and **asset-based community development**.

The goal of these tools is to help developers tap into an abundant wealth of local community assets that are ever present in most communities. These include:

- *The compassion and generosity of local citizens.*
- *Life enriching programs and services available throughout their community.*

## The Power of Connect

- *Trusting relationships and common interests that could lead to exciting community partnerships.*
- *Diverse stakeholders who are willing to explore the mutual benefits of a “better together” civic culture in their community.*
- *A tremendous wealth of knowledge, wisdom, and creative ideas that can be discovered and harvested for collective community impact.*

Tapping into a community’s abundant wealth of local assets can also:

- *Increase broader public participation in civic affairs.*
- *Increase volunteerism by as much as 300%.*
- *Get more people involved in giving back to their community.*
- *Reduce dependence upon state/federal funds.*
- *Increase local resource mobilization by millions of dollars.*



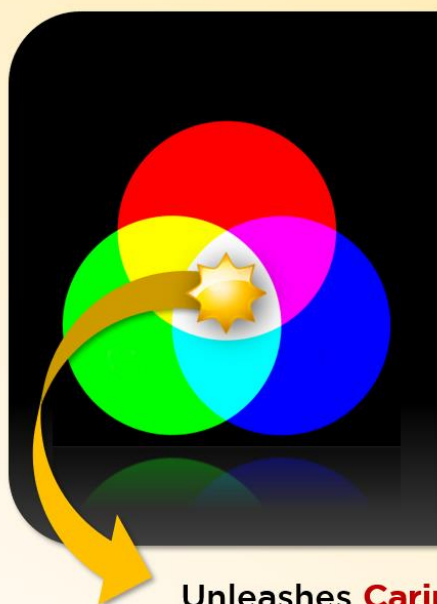
Some communities are using our **Community Resources Directory** as a companion to 2-1-1 phone helplines. Our web-based solution makes it easy for individuals and families to quickly find help, using a PC, Mac, or any mobile device that is connected to the internet.

It also allows organizations to manage their own account to ensure that information remains accurate and available when it matters. Features include:

- *Google Maps Integration*
- *Syncs with CharityTracker*
- *Sponsorship Opportunity*
- *Responsive Design*

***Our Community Resources Directory is a proven solution for asset-based community development.***

## Asset-based Community Development



- **Discovering** local assets.
- **Connecting** these assets to work together.
- **Creating** opportunities for these assets to be productive and powerful together.

*When People Care Enough to Act*  
Mike Green, Henry Moore, and John O'Brien

Unleashes **Caring Power's FULL POTENTIAL**

Learn how to discover the abundant wealth of local assets or resources that are already present in your community. Use innovative technology and capacity-building tools to connect these assets so that they can work together for greater impact.

Create mutually beneficial, community partners and collaboration to co-create opportunities for these assets to be productive and powerful together.

Doing these transformative processes will increase a community's resourcefulness. And it will make all kinds of *funders happy* and *willing to give* more for generations to come.

This all starts by simply getting to know the people, organizations, and institutions in your community. You would be wise to build relationships with community leaders who are interested in helping to transform people's lives.

Make time and create a context where they all can connect, share their concerns, and how **they** want to give back to their community. These remarkable discoveries can then be harvested and aligned for collective action.

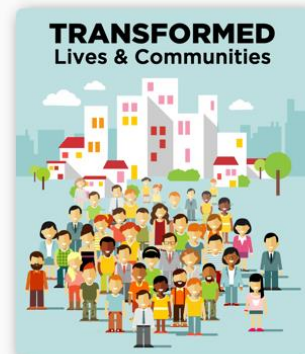
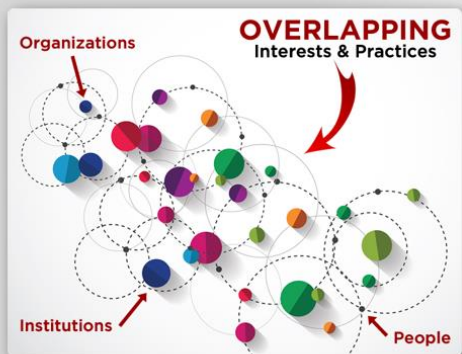
***Perhaps your greatest impact would be to maximize your community's caring power.***



at work in over 2,400 cities in 49 states

## We help communities **“connect the dots”**

making it faster and easier for them to find, align, and collectively coordinate their local resources in more **powerful** and **productive ways**



Simply stated, we help communities “connect the dots” — making it faster and easier for them to find, align, and collectively coordinate their local resources in more powerful and productive ways.

Since 2006, most of our conversations with helping agencies were at the **“grass roots level”** in most communities, but that is rapidly changing.

Now, community stakeholders from a **“grass tops level”** are calling us. These include regional hospitals, city and county governments, and state-wide associations of helping agencies.

We are encouraged by the innovative way community stakeholders are using our networking technology.

**Much to our surprise, stakeholders say that the results of care networking in their communities is “unprecedented, revolutionary, or simply an answer to prayer.”**

## Recommended Reading



I have listed a few books that I found helpful in gaining a better understanding of increased cooperation and collaboration in communities. These are some I have read, but I know that there are other resources that will help you as well.

I encourage you to develop a habit of reading and learning — keeping up with emerging trends and innovative best practices.

### Other Useful Resources



I also encourage you to check out our [Collective Community Impact](#) website.

It is packed with resources that you will find useful in your journey to the summit of potential and possibilities.

We created this website for innovative stakeholders to connect, share best practices, and see how other communities are **taking the next steps toward collective community impact**.



Resources include:

- Learn about **innovative solutions** that are now making a real and lasting difference.
- Get advice from experts and practitioners "**on the front lines.**"
- Discover the "**secret sauce**" for maximizing the collective caring power of a community.
- Learn how to find, mobilize, and coordinate your local resources in **more powerful and productions ways.**
- Discover how to **reduce duplication and increase resourcefulness** — assuring funders that the right resources, get into the right hands, at the right time.

And don't forget to check out our [Simon Solutions](#) website, which has additional resources.

## SUMMARY

By now, I hope you have gained a better understanding of the challenges that community developers face, as they strive to help others throughout their community.

They are faced with many complex challenges that include:

- **Overwhelmed by Challenges** including poverty, unemployment, health disparities, and more. Community developers struggle to keep pace with constantly changing and complex societal needs.
- **Blinded by Busyness** which is an inability to see "the big picture" or promise of collective community impact.





- **Fragmentation** where helping agencies and community developers are disconnected and do not talk to one another.
- **Isolation and Self-interest** produce siloed service gaps that prohibit a more comprehensive approach to transforming people's lives.

The solutions to these challenges include:

- **Transforming Isolation and Self-interest** into connectedness and caring for the whole.
- **Working together** to advance a more comprehensive approach to transforming people's lives.
- **Networking Technology** that connects the dots and makes it possible to increase communication, cooperation, and collaboration.
- **Asset-based Community Development** that enables community to tap into an abundant, but often unrecognized, wealth of local community resources.

---

Okay, let us take our next step in our transformative journey.

**Step 2** is divided into two (2) parts, which make reading and comprehension easier. You will learn how to invite others to travel with you on your journey. This is an exciting step forward that many communities are making right now.

With over **3,000 Care Networks** in place, communities are learning how to work together more efficiently and effectively.

## Step 2: INVITE OTHERS TO TRAVEL WITH YOU



### *Part 1 — It Takes a Whole Community to Transform People’s Lives*

**Step 1** was packed with useful knowledge and wisdom that you will need, before you *make the decision* to take your next steps toward the summit of potential and possibilities.


We hope you gained a better understanding of the constantly changing and increasing complex challenges that people, organizations, and institutions face when it comes to community care.

You got a glimpse into “helping others” from the perception of individuals and families, help agencies, and community developers whose job it is to look out for the well-being of everyone in your community.

Now it’s time for you to take the next step in your journey. In **Step 2**, we will show you how to start conversations and build relationships with other community stakeholders who will travel with you.

There is so much valuable information associated with **Step 2**. So, we decided to unpack these insights into two (2) parts.

**STEP 2**  
Part 1



**Invite Others to Travel with You**

**KEY CHALLENGE**  
Cast a clear, concise, and compelling vision for positive changes that inspire others to act.

**ACTION STEPS**  
Identify and connect key stakeholders in friendly conversations that can empower transformation.

**MEASURABLE RESULTS**  
People, across the community, will see the value of working together for greater impact.

**Key Challenges:**

*Cast a clear, concise, and compelling vision for positive changes that inspire others to act.*

**Action Steps:**

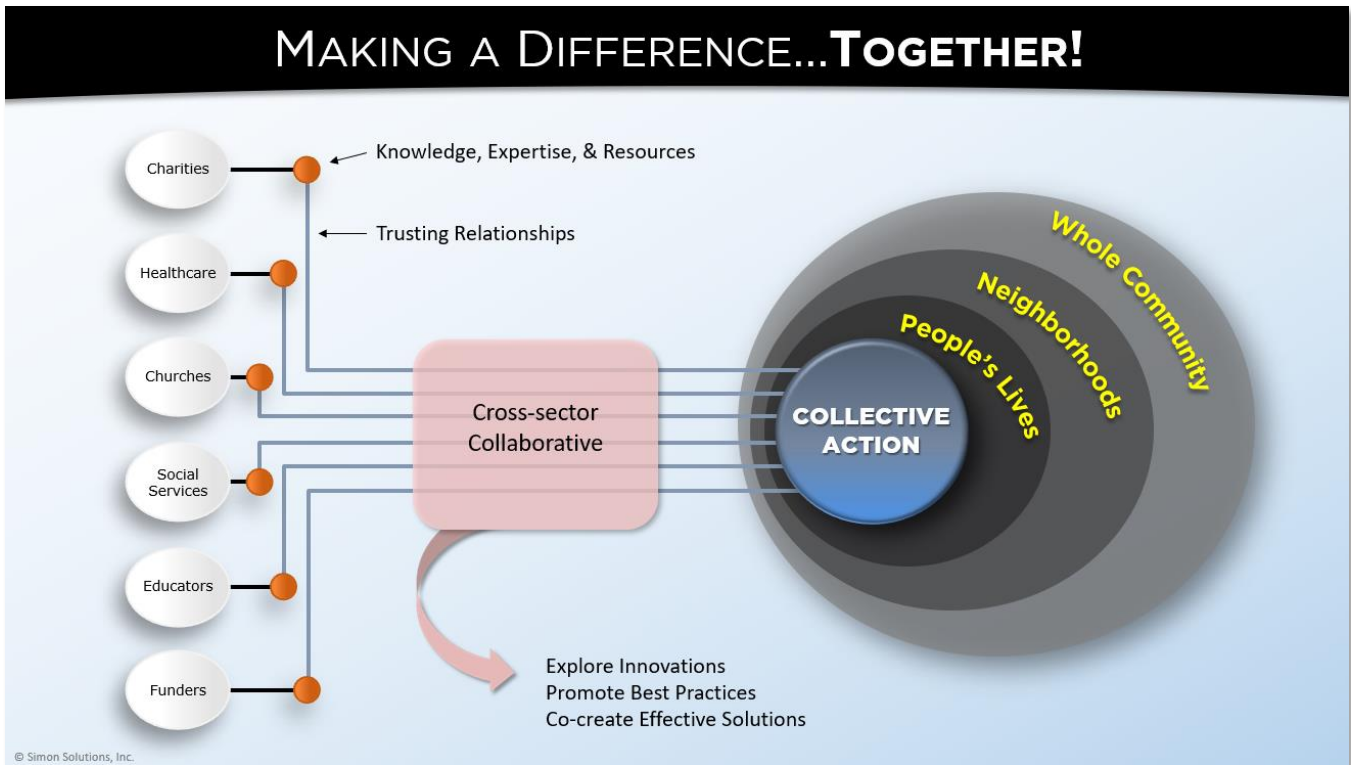
*Identify and connect key stakeholders in friendly conversations that can empower transformation.*

**Measurable Results:** *People across the community will see the value of working together for greater impact.*

---

As I mentioned in the **Introduction** to this training guide, we see an emerging trend among diverse helping agencies, across the country. They realize that it takes a *whole community* to successfully transform people’s lives.

Fortunately, they are willing to combine and align their unique strengths, including their knowledge, expertise, and resources.



They are building trusting relationships among each other and engaging in cross-sector collaboration that explores possibilities, promotes best practices, and co-creates effective solutions.

Agencies are striving for greater collective action that produces large-scale social change. And, they are using evidence-based results to clearly define what works, and what does not.

They believe that an effective **community-wide** helping system, energized by collective action, will do more to impact people’s lives, their neighborhoods, and their whole community as well.

A good illustration of this is throwing a rock into a pond and watching the ripples that flow out from the point of impact. The bigger the rock, the bigger the impact — *with far reaching results*.

## MAXIMIZE YOUR CARING POWER



Community stakeholders are learning that necessary steps must be taken to build a “better together” civic culture that will help maximize the collective caring power of their community.

This culture supports new community values, and creates a **new context** where people work together for common social good.

These steps are **progressive** and **build upon each other**. Each step increases the possibility of creating a **new catalytic infrastructure** that supports continuous innovation, broader civic engagement, and allows collective impact to emerge.

Once in place, this infrastructure will provide a solid foundation for the development of lasting solutions that can “move the needle” on complex community challenges.

Please keep in mind that these **8 Steps** are a *suggested framework or approach* to transformation. A community’s path toward new ways of thinking and acting are influenced by the cultural values of its citizens, associations, and institutions.

***Every community is unique and strives for positive changes in its own unique ways and timing.***



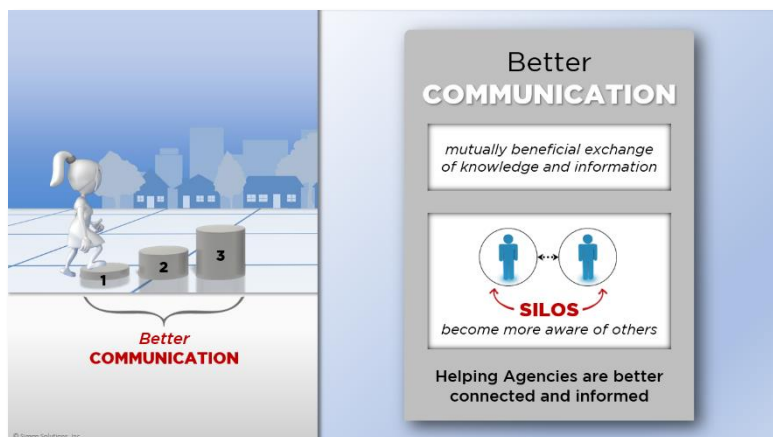
**Steps 1, 2, and 3** are about **better communication** among all helping agencies in your community. This involves the creation of a mutually beneficial exchange of knowledge and experience.

You see, most communities are plagued by *siloed service gaps* which prevent people from finding the help that they need to overcome their challenges. These gaps are caused by helping agencies that are disconnected and do not talk to one another. Better communication *bridges the gap*, ensuring that all agencies are better connected, informed, and engaged.

**Steps 4, 5, and 6** are about **increased cooperation** among all helping agencies, across a community. This involves commonly shared missions — aligned for greater impact. This is when silo walls begin to come down, paving the way for community partnerships. As a result, helping agencies learn to value and respect each other more.

**Steps 7 and 8** are about **cross-sector collaboration** which is an on-going process that leads to the realization of a stronger together framework. Agencies become more interdependent and rely upon one another for support, referrals, and collaboration. This results in the development of co-created solutions — something that agencies cannot do apart from each other.

## BETTER COMMUNICATION



The glue that cements a “better together” culture is trusting relationships.

This must be supported by **good communication** that flows freely and is constantly updated in real-time. This is a way to ensure that agencies are “*on the same page.*”

But we have discovered that most communities are plagued by fragmentation where helping agencies, and the people that serve, are unaware of the vast array of agencies and resources that are readily available throughout their community.

This results in *siload service gaps* that cause rampant and wasteful duplication of efforts, and it frustrates people who are forced to run all over town, hoping to find resources.

## SAFE AND SECURE CENTRAL REPOSITORY

So, we offer solutions to these problems by helping communities create their own web-based and highly secure, central repository of *interactive communication* and *shared information*.

Helping agencies use this to gather a HIPAA compliant, collective exchange of vast amounts of mutually beneficial knowledge and information that is constantly updated in real-time.



Information is available “on demand” by way of sophisticated security protocols. Networked helping agencies can access data anytime, anywhere via a computer, laptop, or tablet connected to the Internet.



This exchange ensures that helping agencies become more aware of other agencies that can contribute resources to people's needs. This is the first step in *bridging the gap* between agency silos and sets the stage for a stronger community-wide, social safety net.

## WHERE DO I START?

So, you might be thinking: *"I get it. So, where do I start to make this happen in my community?"*



Well, this all starts by simply getting to know other stakeholders in your community. A conversation over a cup of coffee might bring this to light and get the ball rolling.

Every community has a vast amount of loving, caring people who really want to make a difference with their lives.

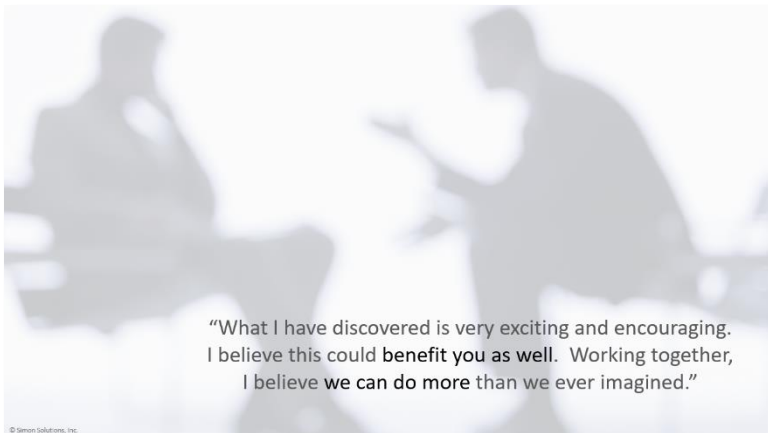
Many are already engaged in helping others and are willing to explore better ways to serve those who are facing hardship.

You may be the catalyst that sparks vision and conversations with other stakeholders as to how agencies can be better connected and cooperate in the development of an effective referral system.

Once a vision for change (a new reality) becomes a deeply entrenched passion within your heart, it can help inspire others to join you in exploring new ways of things and acting.

You must help others to see the importance for immediate action and the life-changing and mutual benefits of working together on common goals.

You must paint a vivid picture of current realities, in contrast with a desired future that others want and can make happen.





Keep in mind that you are probably not alone in your desires. Chances are others, within your social connections, are stakeholders who have already been enlightened with your same vision.

When engaging with others, especially new acquaintances, keep in mind the following truth: *People don't care what you know, until they know that you care.*

To be quite honest, most people are very suspicious of political rhetoric or lofty visions that support self-interest and isolation. They don't want to get involved in something that will benefit only you. They must see the *mutually shared benefits* of working together.

We strongly encourage you to be open and honest about your desires. Share your frustrations about helping others and the practical solutions that will make a difference. This will go a long way in building trusting relationships and community partnerships.

## **COMMUNICATION STRATEGY**

We strongly encourage you to develop a “communication strategy” that will work well with the many different stakeholders across your community. Decide what forms of communication are needed, at what frequency, and for how long.



This will require a substantial amount of planning, coupled with a flexible process that must be customized to your community's demographics and culture.

Through a variety of means, communicate your heart-felt desires to potential fellow travelers. Encourage others to join you on your transformational journey.

Be prepared to experiment with various means of communication. These can include one-on-one conversations, group presentations, printed materials, and others.

Your communication may start with family, friends, and co-workers; and then, move out to other stakeholders in your community. Invite others to view the same research and testimonies of other stakeholders that inspire your vision.

Engage in conversations about **the urgent needs** in your community.

Ask people for their honest opinion regarding your community's ability to successfully address poverty, hunger, and other complex challenges.

Remember, every community has passionate people who are waiting for their "marching orders" for action that makes sense.



Some are already active. Some are inactive but still want to help. And there are those, for whatever reason, have simply never been asked to help that taps into their *personal interests* and *concerns*.

## SEEING IS BELIEVING



All of us, from time to time, should be “awaken” to urgent realities that impact our lives and others in our community.

As you engage with others in your community, keep in mind that if stakeholders are unable to *see the need* for transformation, your advocacy and actions will have limited results.

Many stakeholders are too involved in the day-to-day busyness of their jobs and lives. Most do care about people in their community but *can't see the forest for the trees*. Their awareness of problems in the community are clouded by “everyday” situations that impact their lives only.

This can easily be resolved by gathering valuable information, data, and reports that substantiate the urgent need for developing lasting solutions.

You would be wise to develop a communication strategy that creates **greater awareness** of community challenges and possible solutions. This will most likely involve a lot of friendly conversations.

***You may be able to handle this all by yourself, but we encourage you to enlist the help of others who share your same passion and vision.***

Some practical tips for this *awakening* include developing a communication strategy that casts a commonly shared vision for change that motivates, challenges, and inspires people to get busy, right now!

Communications must be able to culturally speak language that people will listen to, contemplate, and understand.

This should include facts, statistics, credible reports, and personal testimonies.



## A BIG OPPORTUNITY FOR YOUR COMMUNITY



Your communication strategy should include a *vision statement*. This is important for casting a clear, compelling, and urgent need for immediate action.

***Consider using language that suggests a “Big Opportunity” is at hand, and we do not want to miss it.***

Consider the following example: *“Because of urgent need “A” and our special capability “B”, we have a very real and exciting opportunity to offer service “C”, and substantially realize “D” benefits that will impact people’s lives and our community for years to come.”*

A well-crafted “Big Opportunity” statement should be something that everyone can understand and communicate well with others.

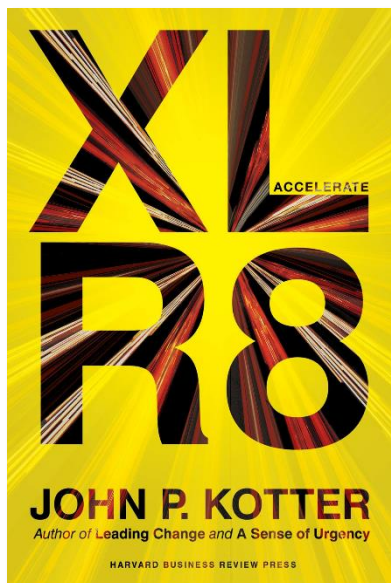
Let us look at the effective ways of creating this important statement.

### **BIG Opportunity** Statement

Because of urgent need “A” and our special capability “B”, we have a very real and exciting opportunity to offer service “C”, and substantially realize “D” benefits that will impact people’s lives and our community for years to come.

Paints the “big picture” that everyone can understand





These suggestions are taken from the book entitled [Accelerate](#) by John Kotter, who is a Harvard professor and world-renowned expert in change management.

According to Kotter, the most effective Big Opportunity statement seems to have these characteristics.

***It is Short.*** It can be written on less than a page, often just a quarter of a page. Its length makes it easier to share with others and thus easier to create a sense of urgency around it among large groups of people.

***It is Rational.*** It makes sense in light of real happenings in the community. A Big Opportunity statement often addresses issues of what, why, why us, why now, and why bother, all in a short statement.

***It is Compelling.*** It also is somehow emotionally compelling; that is, ignites passion and compassion. It is not all head. There is heart in it, as well. And it speaks to the hearts of all relevant audiences.

***It is Positive.*** Because it is about an opportunity, it has a positive tone. It is less like a statement about a “burning platform,” which seeks to scare us out of our complacency, and more like a statement of a “burning desire.”

***It is Authentic.*** It feels real. It is not just “good messaging” that might motivate the troops. The leadership team that puts it together, or at least signs off on it, genuinely believes it and feels excited about it.

***It is Clear.*** You can create a statement that is short, rational, emotionally compelling...but still unclear. A lack of clarity will always, at some point, undermine the development of your hope-filled desires.

***It is Aligned.*** An effective Big Opportunity Statement is not an *either/or* demand that puts down or competes with other initiatives in order to lift itself up. It is a *both/and* value proposition that aligns with and complements existing initiatives in your community that may have been in place for many years.



In summary, your Big Opportunity should paint the “big picture” of a future that can easily happen if people and organizations are willing to work together.

It must be rational, that is, why us and why now? And it must be emotionally compelling, that is, a sincerely positive and authentic appeal to the heart.

**BIG Opportunity Statement**

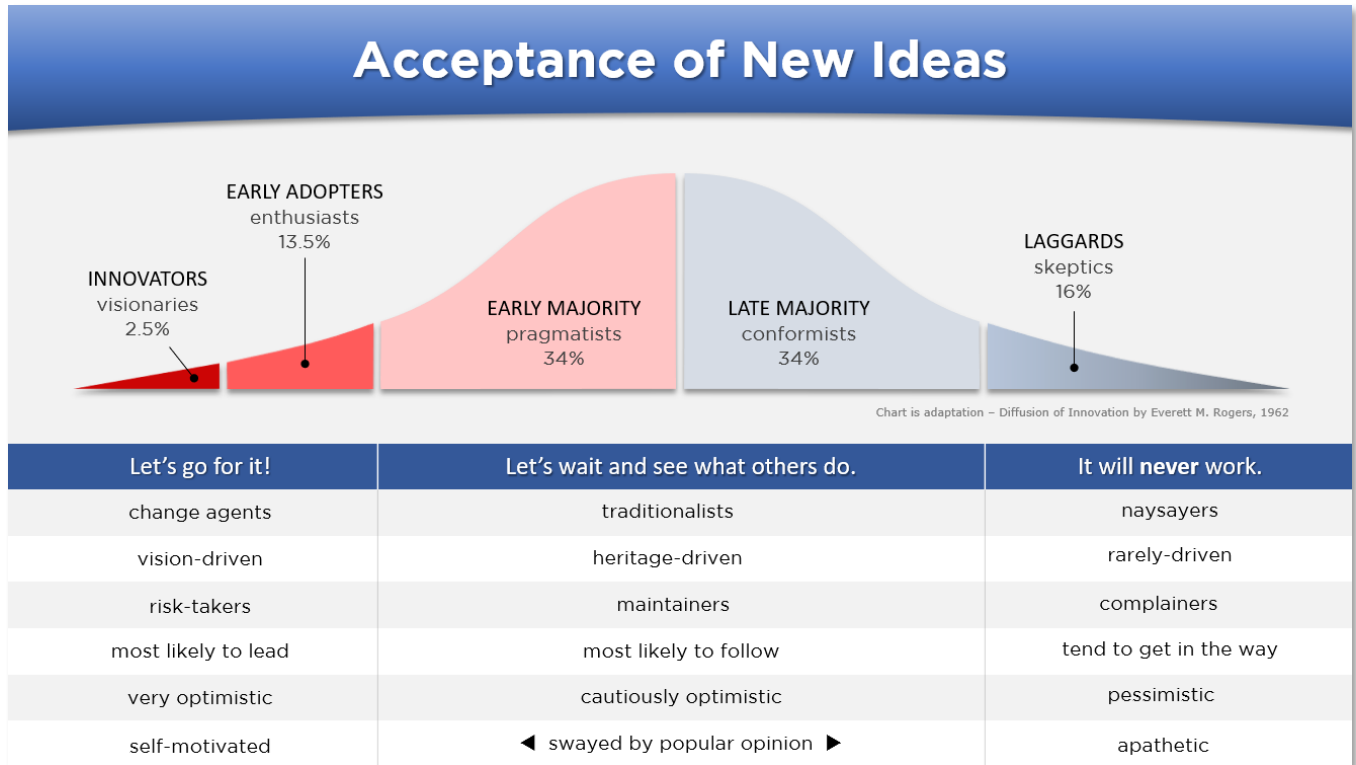
- Short — written on less than a page
- Rational — makes sense in light of real happenings
- Compelling — ignites passion and compassion
- Positive — an opportunity with a positive tone
- Authentic — it feels right
- Clear — easy for people to see and understand
- Aligned — not an “either/or” but a “both/and” value proposition

Paints the “big picture” that everyone can understand

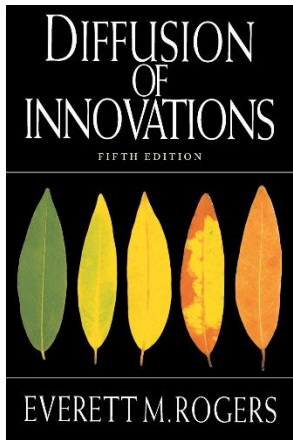
It also should be memorable; that is, clear, short and with no jargon. And it should easily align with, or walk along side of, community-focused strategic plans that are already implemented.

**PEOPLE PERCEIVE NEW IDEAS IN DIFFERENT WAYS**

As you plan your communications strategy, keep in mind that the acceptance of innovative ideas is perceived in different ways by different people. Not everyone will instantly grasp what you are saying about your journey towards comprehensive coordinated care.



Innovation, or new ideas, go through progressive stages of acceptance over time. And different kinds of people with unique personalities can impact acceptance as well. The research behind this was popularized by Everett Rogers in his book entitled [\*The Diffusion of Innovation\*](#).



We find that these realities are apparent in most settings where lots of people are involved. This could be an association or organization. It could also be a neighborhood or your whole community.

We often find that stakeholders who are **Innovators** or **Early Adopter** are easier to talk with about accepting new ways of thinking and acting. We often call them *change agents*.

Another emerging term to describe innovators or early adopters is “disrupters” — a term popularized by Harvard Professor, Clayton Christensen to describe [\*Disruptive Innovation\*](#).

Change agents are very enthusiastic, vision-driven, and like to take risks that hold great promise and hope. They are extremely optimistic about positive changes, and they are self-motivated with a bias for action.

**Early** and **Late Majority** stakeholders are very practical and like to wait and see what others in their community are doing. They are not big fans of change — but can be swayed by proven successes.

They are cautiously optimistic about emerging trends, and they can be influenced by popular opinion, whether positive or negative.

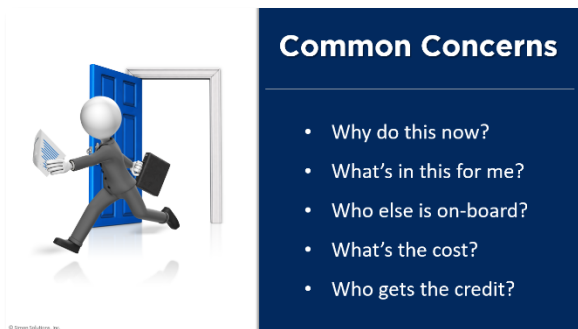
**Laggards** are stakeholders that are very skeptical and suspicious about any form of change. Unfortunately, they can be naysayers and complainers. Don't get discouraged when you run across this type of stakeholder.

We have stories from communities where Laggards completely changed their position and became strong advocates for change.

The best way to work with people who fall into these different categories is with open and honest dialogue.

***If people can easily see that you truly care about people and your community, they will at least respect your motivation and mission.***

## BE PREPARED TO ANSWER QUESTIONS



So, you are armed with apparent realities, facts, and figures that should **awaken** people to urgent needs in your community.

But before you rush out the door to make your case for comprehensive coordinated care, be prepared to cast a vision that makes sense to stakeholders.

Make sure you know exactly what you are going to say. Most of the community stakeholders you encounter will ask questions that you should be prepared to answer.

Whether openly stated or not, common concerns will need to be addressed in a way that makes people feel comfortable about moving forward with further discussions. Some of these include:

- *Why do this now?*
- *What is in this for me?*
- *Who else is on-board?*
- *What is the cost?*
- *Who gets the credit?*

Do not make the mistakes that I have made, many times. When I am really excited about something, I can't wait to share my enthusiasm with others.

I start out with the intention of briefly sharing my thoughts; but soon realize, that my presentation, along with my passionate enthusiasm, requires more time than others can spare.



So, I rush through my presentation; and then wonder, did others *really listen to* or *truly understand* what I was talking about?

## Sharing Information doesn't always lead to Shared Understanding



When engaging people in conversations, keep in mind that **sharing information** does not necessarily lead to **shared understanding**. I learned this many years ago.

There are different ways people perceive and process information. People's different personalities, education, experience, and even their age can factor into this.

Do not get discouraged with some stakeholders that simply *"don't get it"* the first time they are presented with opportunities and possibilities. There are successful ways to ensure shared understanding which I will address later.

Also, I learned that it is extremely difficult to ask others to do something that I am not willing to do myself.

We cannot be like those who say, *"We desperately need to see some changes happen around here. So, let it begin with my spouse...my boss...our community leaders."*

Be prepared to explore possibilities first and alone, if needed, for a season.

Your actions must speak **LOUDER** than your words.



Be prepared to explore possibilities first and alone, if this is needed, for a season. Your actions must *speak louder* than your word. Give others the opportunity to see how much you truly care about helping others and are willing to boldly take the next steps toward positive changes.

Be encouraged that your passion and commitment for helping others can be very contagious. This may not happen as fast as you may hope. But rest assured that it will happen as new ways of thinking and acting emerge as best practices.

This will eventually make sense to other stakeholders as greater outcomes become a reality. Hopefully **new community values** will be celebrated and anchored into your civic culture.

## IDENTIFY STAKEHOLDERS

Now that you have a better understanding as to what to expect when engaging with others.



Your next goal is to identify other community stakeholders — those who will be targeted with your communication strategy.

This will include many different types of stakeholders throughout your community — especially those who will become part and parcel of Comprehensive Coordinated Care.

***It is not necessary, at this phase of your journey, to identify ALL the pieces to the puzzle.***

This will take a lot of time and effort, which is a task that is best coordinated by a team of people. Start by identifying those who share similar passion and interests for a particular way of “helping others.”

Some agencies will specialize in emergency relief, such as food, clothing, and shelter. Others will specialize in medical services, education, or training.

I wish I could tell you that a certain set of stakeholders are the best way to start a “community conversation” with, but it is different for every community we work with.

In some communities, the United Way and its partners are the way to start. In other communities it has been a ministerial alliance or a faith-based coalition of helping agencies.

We have also seen it happen with those who are engaged in combating homelessness and food insecurity. And now, hospitals are leading the way in some communities.



It does not really matter how things get started, as long as your vision and plans stay inclusive — something that all helping agencies, throughout your community, can be part of.

## MAKE CONNECTIONS

Once you have identified stakeholders and developed a customized communication strategy, now it is time to “connect” people — those whose hearts are inspired and are ready for innovative action.

**Make Connections**

- Charities
- Churches
- Social Services
- Schools
- Healthcare
- Funders
- Government
- Food Banks

Better Together

Remember, relationships require a considerable amount of invested time and trust-building.

Never shortcut this effort or hurry the process by *forsaking people for the sake of the program.*

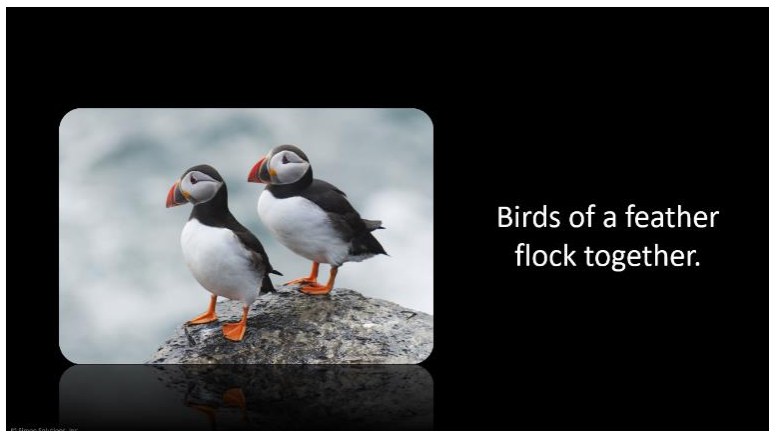
People are your most valuable assets in building “new capacities” for transformation.

Never underestimate any relationship. At times, you might be talking to someone, whether it is obvious or not, that could become a powerful and influential advocate for comprehensive coordinate care.

This may not happen immediately, but it can happen in time.



Also keep in mind that ***“birds of a feather flock together.”***



Nonprofit leaders are better at connecting with other nonprofit leaders.

Church leaders are better at connecting with other church leaders.

The same is true for health care providers, school counselors, and others.

Each grouping seems to have its own unique language and mindset that is most comfortable with them.

## COMMUNITY CONNECTORS

Your efforts in making connections will be greatly accelerated by finding and enlisting the support of “community connectors” who enjoy engaging people in meaningful conversations.

I believe every community has a large host of community connectors. They seem to have a gift for making connections and building trusting relationships.

John McKnight and Peter Block, authors of *The Abundant Community* say:

*“Some may be called leaders. Most will not, because compared with a leader, a connector has a very different role in the community.”*

*A leader is a person at the front of the room who acts as a voice for the community. A connector is in the middle of the room, often unrecognized but always creating new relationships and often acting in a modest way.”*

A graphic titled "Community Connector" with a blue header. Below the title is the subtitle "truly care about community — it's people, potential, and possibilities". To the left is a photograph of a woman with glasses shaking hands with another person. To the right is text explaining the role of a connector compared to a leader.

**Community Connector**  
*truly care about community — it's people, potential, and possibilities*

Some may be called leaders. Most will not, because compared with a leader, a connector has a very different role in the community. A leader is a person at the front of the room who acts as a voice for the community.

A connector is in the middle of the room, often unrecognized but always creating new relationships and often acting in a modest way.

— *The Abundant Community* by John McKnight and Peter Block

## Community Connector

*truly care about community — it's people, potential, and possibilities*



- Great passion
- Self motivated
- Bias for action
- Very friendly and caring
- Ready for a challenge
- Good communicator

Community connectors are energized with great passion, self-motivation, and a strong bias for action.

They are not shy, but fearless and welcome a challenge. They are not afraid to talk to anyone in your community, and they are great at communicating knowledge and wisdom.

### ***So, where do you find these precious jewels in your community?***

Well, do not be surprised where you find them. They can be any age or come from any walk of life. They can be a person who frequently volunteers his or her time at helping agencies in your community.



They may be on staff at different agencies and serve as a *Community Impact Director*, *Public Relations Specialist*, or *Resource Development Consultant*. They may also be executive leaders of civic-minded organizations or elected officials who are very passionate about community.

You would be wise to join forces with these people — inviting them to join with you and others in discussing innovative ideas for developing solutions.

Keep in mind that increased connectivity is one of your essential goals. You will need to encourage people, organizations, and institutions to connect, learn from each other, and be willing to explore emerging trends and best practices.

This is a way to **build capacity** for a “better together” civic culture where helping agencies learn how to combine their unique strengths and tackle tough community challenges with greater force and success.



Cooperation will build as trusting relationships are strengthened between people who are passionate about making a difference with their lives. Eventually, out of these intentional efforts will emerge a coalition of people who will lead and manage changes that are needed to accomplish commonly shared goals.

Some people will need lots of time, just like you did in the beginning, to process the need and benefits of community partnerships and collective actions.

Hopefully, you will connect rather quickly with *innovators* and *early adopters* who are very anxious to get started and see results.



**Some stakeholders fear change!**

- Uncomfortable with new ways of thinking and acting
- May undermine their control of certain situations
- Could diminish their authority, power, or stature

Do not get discouraged by encounters with people who are uncomfortable with change. Some people cling hard to their habits and routines.

Others fear that change will somehow undermine their control of situations or diminish their authority, power, or stature.

It has been our experience in working with communities that there are hundreds, perhaps thousands of people, just waiting to connect with others with like-passion and vision. They are searching for meaningful opportunities to make a difference.

Your passion for positive changes may be the catalyst that engages them in collective action about things that matter most to their hearts and minds.



Just tell me how I can help.

I calling my friend about this, right now!

Count me in!

This is exactly what I have been looking for.

I'm ready.

Let's get together and make this happen.

***Finding those who care enough to act can be an adventurous journey into the realm of potential and possibilities.***

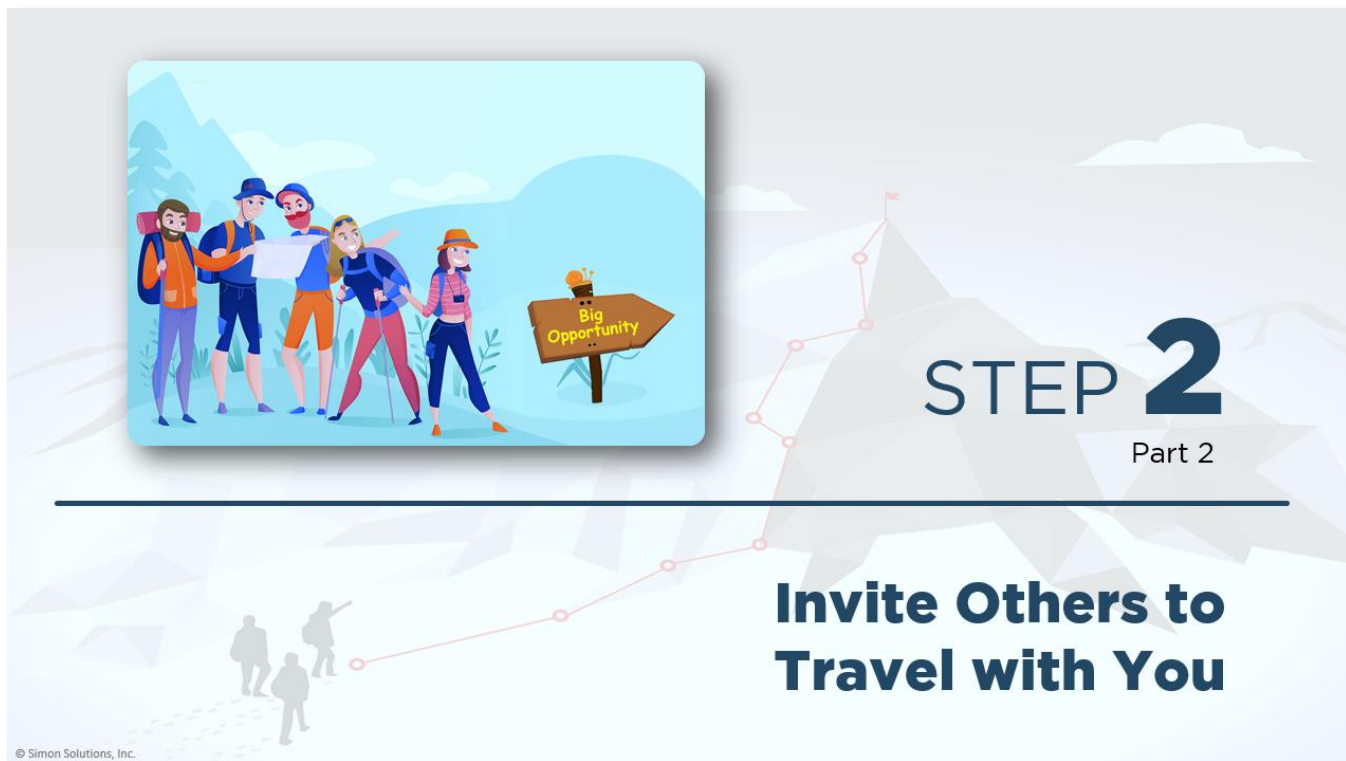
## SUMMARY

1. It takes a whole community to transform people's lives.
2. Better communication involves the creation of a mutually beneficial exchange of information.
3. You must help others see the importance of immediate action and working together.
4. Develop a communication strategy that speaks to different stakeholders in different organizations.
5. Identify stakeholders and connect them in meaningful ways.

---

It is time to move on to **Part 2 of *Invite Others to Travel with You***.

You will discover the ***secret sauce*** of getting people to work together for the common good and greater impact. And you will learn how to engage stakeholders in different conversations that get them involved and sustain their attention.



### *Part 2 — The Secret Sauce of Bringing People Together*

I want to help you gain a better understanding of what it takes to really get people, organizations, and institutions engaged in collective community impact.


In this section of the training guide, you will discover the “secret sauce” of bringing your whole community together for a future that most people desire and are willing to make happen.

We will explore the different kinds of Catalytic Conversations that stakeholders are willing to engage in. You will gain much insight into what stakeholders are most concerned about and are willing to do something about it.

You will also learn the value of social capital, and how it can strengthen your community through three (3) avenues of connection: bonding, bridging, and linking.



**STEP 2**  
Part 2



*Invite Others to Travel with You*

**KEY CHALLENGE**  
Cast a clear, concise, and compelling vision for positive changes that inspire others to act.

**ACTION STEPS**  
Identify and connect key stakeholders in friendly conversations that can empower transformation.

**MEASURABLE RESULTS**  
People, across the community, will see the value of working together for greater impact.

**Key Challenges:**

*Cast a clear, concise, and compelling vision for positive changes that inspire others to act.*

**Action Steps:**

*Identify and connect key stakeholders in friendly conversations that can empower transformation.*

**Measurable Results:** *People across the community will see the value of working together for greater impact.*

---

**FIREMAN**

I spent many years working at community and faith-based organizations in executive leadership.

It seemed that much of my time and conversations were about “putting out fires” caused by certain problems or challenges.



These included poor communications, which is suggested to be responsible for **90%** of all organizational problems.

Other fires included relational frustrations, dysfunctional organizational processes, and misguided decisions.

Most of the time these fires were put out by simple acts of kindness, diplomacy, and mutually beneficial collaboration.

I never enjoyed being an organizational “fireman.”

## ARCHITECT



I dreamed of the day when I could be an **architect** that builds capacity for innovative solutions that successfully address complex community challenges.

My passion is to help communities maximize their collective caring power, ensuring that everyone has a chance to live a healthier, happier, and a more meaningful life.

***I am grateful to say that my dreams are now coming true.***

During these latter years of my life, I have decided to spend most of my time discussing possibilities, rather than problems. And you know what? I feel more energized and fulfilled.

Wanting to spend more time talking about possibilities does not mean that you are **ignoring** or **minimizing** problems. You are simply trying to discover innovative, resourceful, and lasting solutions to problems.

## SEARCHING FOR SOLUTIONS

Across the country, helping agencies are constantly looking for viable solutions for complex community challenges. They all are well-aware of the problems and challenges that impact their communities.

They also realize that doing the same things over and over again, expecting **different results**, is insane.



So, their conversations are shifting from *“What’s wrong and how do we fix it?”* — to *“What’s possible and who cares enough to act?”* Going down this avenue is causing communities to face their essential challenges with courage, truth, and innovation.

## THE SECRET SAUCE



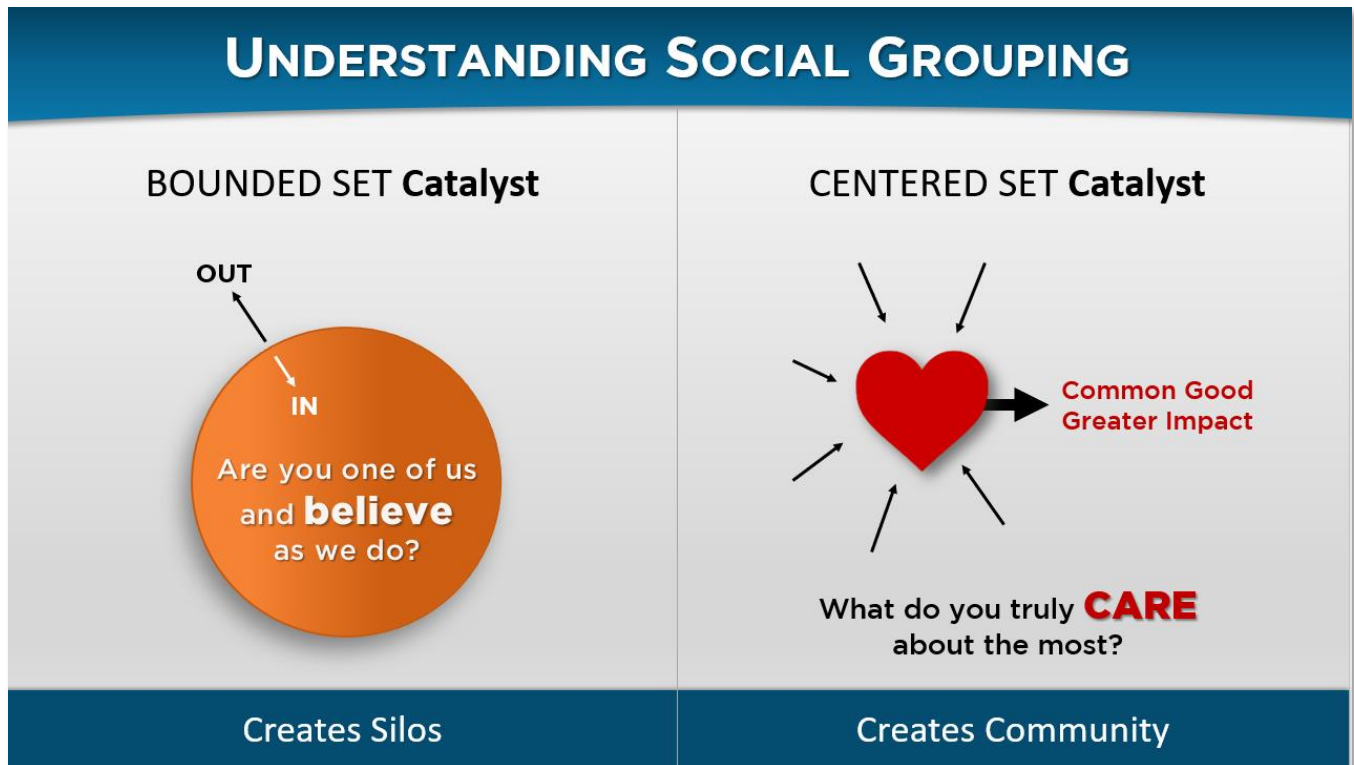
This is probably a good place to help you gain a better understanding of how to get people to connect, engage in meaningful conversations, and work together.

We have discovered that Caring Power seems to be a **secret sauce** for creating a “better together” civic culture in communities. And research suggests this as well.

## WHY PEOPLE COME TOGETHER

A new way of understanding social grouping was discovered by Dr. Paul Hiebert, a world-renowned expert in cultural anthropology.

In his book, *Anthropological Reflections on Missiological Issues*, his research brings to light the difference between a *Bounded Set* and *Centered Set* catalyst or social context for bringing people together.



The **Bounded Set** defines itself by its external behavior or complete belief system. The idea is that a group exists because its members are like each other in belief and practice. These distinctives form a boundary, which is represented by a circle.

This determines who is in the group, and who is outside the group. The major question of those in the **Bounded Set** is, “Are you one of us? Do you believe as we do?”

Unfortunately, this type of connectivity can lead to isolated groups, associations, and organizational “silos” that each believe that their ways of doing things are unique and exclusive to their mission and practices.

This leaves little or no room for communication or cooperation across other organizational boundaries that have overlapping interests.

**Centered Set** connectivity is represented by a heart with no constraining circle and a shared vision and focus. It consists of people and organizations that share common interests that are driven by passion and emotion.

This type of connectivity brings people together on the basis as to *what they truly care about*. These are important concerns that impact most people’s lives. Examples of this might include ending poverty and hunger in our community, the proper education of our children, or economic development that creates good paying jobs.

Community Development consultant Mike Green suggests:

**CARE** makes the difference

The most important asset in any community is people's willingness to act on what they care about. Care brings people together for common purpose.

Care is a song that flows through every community and those who want to develop stronger communities must know how to harmonize with it.

When the song of care is clearly heard, people **find the power** to act together.

Mike Green

WHEN PEOPLE CARE ENOUGH TO ACT

*“The most important asset in any community is people's willingness to act on what they care about. Care brings people together for common purposes.*”

*Care is a song that flows through every community and those who want to develop stronger communities must know how to harmonize with it.*

*When the song of care is clearly heard, people find the power to act together.”*

— Mike Green, *When People Care Enough to Act* (2007)

Mike Green also suggests that...

**Community CARING POWER**

- When a group of people discover what they have, they find power.
- When people join together in new connections and relationships, they build power.
- When people become more productive together, they exercise their power to address problems and realize dreams.

When People Care Enough to Act  
Mike Green, Henry Moore, and John O'Brien

"Alone we can do so little; together we can do so much."  
- Helen Keller

*"When a group of people discover what they have, they **find power**.*

*When people join together in new connections and relationships, they **build power**.*

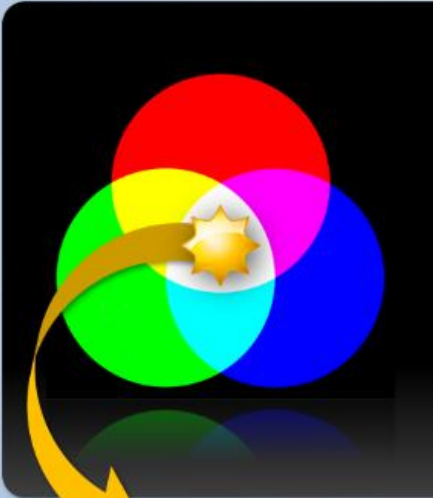
*When people become more productive together, they **exercise their power** to address problems and realize dreams."*

The way you strengthen and maximize the full potential of a community's caring power is by the process of three interconnected activities working together.

These include:

- *Discovering your community's local assets or resources.*
- *Connecting these assets to work together.*
- *Creating opportunities for these assets to be productive and powerful together.*

**STRENGTHENING CARING POWER**



- **Discovering** local assets.
- **Connecting** these assets to work together.
- **Creating** opportunities for these assets to be productive and powerful together.

When People Care Enough to Act  
Mike Green, Henry Moore, and John O'Brien

**Unleashes Caring Power's FULL POTENTIAL**



When all three activities are working together, the synergistic results are oftentimes unprecedented. This is when collective caring power is unleashed in a way that surprises and benefits **everyone** in your community.

## THE DIFFERENCE BETWEEN SERVICE-PROVIDING AND CAREGIVING

Service Providing	Caregiving
<p>Why so many forms for such little help?</p> 	<p>Be encouraged. You can count on our support.</p> 

**Both are needed to help transform lives**

Perhaps one of the most eye-opening lessons we have learned is that there is a big difference between service-providing and caregiving.

***We must realize that caregiving is more than just service-providing.***

Meaningful care leverages service-providing — but pays **closer attention** to nurturing and empowering people's lives. We have discovered that most of the staff and volunteers who work at helping agencies are caring people who want to make a difference in people's lives.

However, many agencies cannot keep pace with increased demand for services and long lines of people looking for resources. This oftentimes makes service-providing a priority over caregiving.



These complexities force helping agencies to find ways to “do more with less.” This can be so frustrating for people in need and those agencies that serve them.

Most people in need are looking for resources that help them get back on their feet. And they are looking for personal encouragement, hope, emotional support, and lasting solutions for their situational or generational hardships.

This is where effective caregiving comes into play.

**It Takes a COMMUNITY to Transform People's Lives**



John McKnight

Care, unlike service, **cannot be produced.**

Care is the **consenting commitment** one has for the other, freely given.

Care **cannot** be mandated, managed or produced as a service can.

Indeed, one of the great errors in most policymaking maps is the **pretension** that systems can "produce care."

Care is the domain of the **associational community.**

Where care is valued or necessary to achieve a societal goal, the **appropriate tool** is the community.

A TWENTY-FIRST CENTURY MAP FOR HEALTHY COMMUNITIES AND FAMILIES, 1996  
John L. McKnight, Director of Community Studies Institute for Policy Research, Northwestern University

John McKnight, well-known for his work in asset-based community development suggests,

*“Care, unlike service, cannot be produced. Care is the consenting commitment one has for the other, freely given.*

*Care cannot be mandated, managed, or produced as a service can. Indeed, one of the*

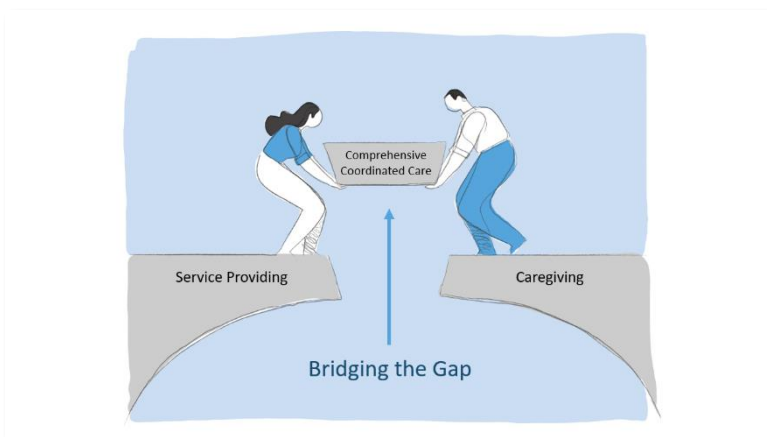
*great errors in most policymaking maps is the pretension that systems can produce care.*

*Care is the domain of the associational community. Where care is valued or necessary to achieve a societal goal, the appropriate tool is the community.”*

— *A Twenty-First Century Map for Healthy Communities and Families, 1996, John L. McKnight Director of Community Studies Institute for Policy Research Northwestern University)*

We understand that caregiving requires a lot more time, support, and investments into people's lives.

This is something that most helping agencies simply do not have the time or resources that are necessary to provide long-term caregiving.



However, helping agencies can work together to offer comprehensive coordinated care, which can bridge the gap between service-providing and caregiving. This will help communities do a better job at transforming lives.

Perhaps this is one of main reasons why we are strong advocates for **comprehensive coordinated care**. We have discovered that most communities across the country have the capacity to bridge the gap between *efficient service providing* and *effective caregiving*.

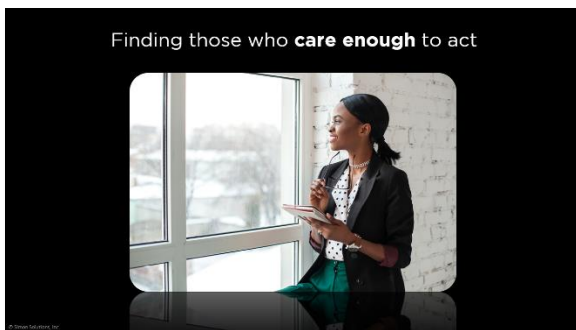
New breakthroughs in care networking technology, increased cooperation among helping agencies, and cross-sector collaboration are paving the way for innovative solutions that synergize service providing and caregiving into a powerful force for transforming people's lives.

Using innovative solutions, stakeholders can now identify all the helping agencies in their community and gain a better understanding as to what each agency has to offer for helping others. Armed with this knowledge, stakeholders can then use care networking technology to quickly connect and mobilize resources for those in need, and the agencies that serve them.

These resources can include programs, services, funding, and opportunities for social and economic well-being. And these resources can include education, counseling, comfort, and support that breathes new life into the hearts of individuals and families.

***All of this can come together if the whole community is willing to share the risks, responsibilities, and the rewards.***

## FINDING THOSE WHO CARE ENOUGH TO ACT



By now, I hope you see the importance of strengthening the collective caring power of a community.

So, let us turn our attention to finding those who care enough to act. Find those that are willing to accept the challenge of spending time talking about the possibilities of community, and not just problems.

Be aware that you will find lots of people who have no trouble talking about all the problems in your community. These may be seasoned veterans who, for years, have been combating poverty, hunger, health disparities, and more.

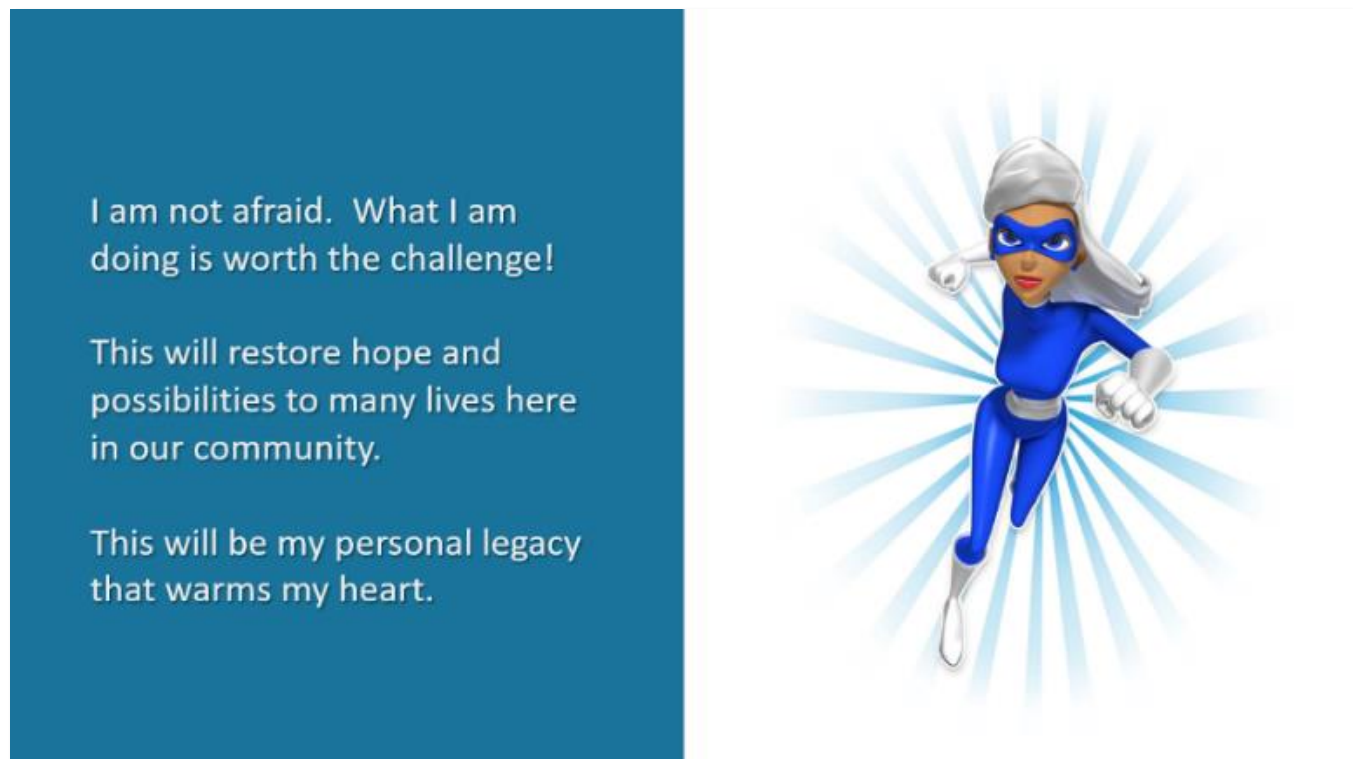
By all means, respect their knowledge, expertise, and opinions; but understand, they may be very cautious about new ways of thinking and acting.

We often hear from stakeholders that “working together” initiatives have come and gone in their community. Most fell short of everyone’s expectations.

One of the reasons for this was because they did not have the kind of capacity-building tools in place to jump-start and sustain community partnerships.



I encourage you to not let fear or anxiety hold you back in starting meaningful conversations with others.



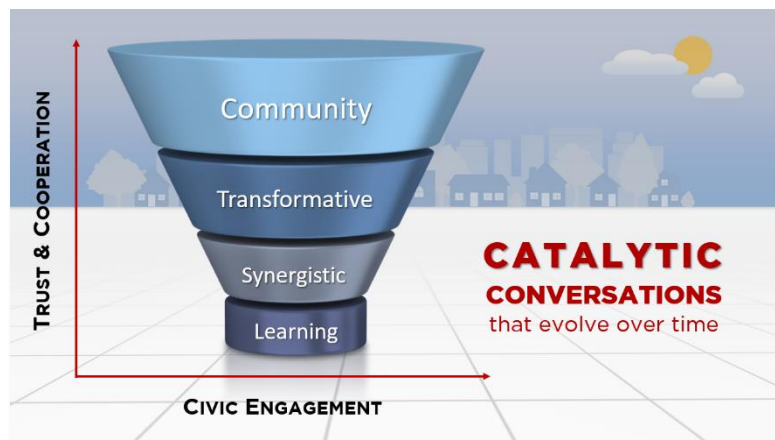
We have found that many communities are filled with people who share great passion for helping others. These compassionate caregivers long to connect with others who share similar passion and mission.

And who knows, your willingness to initiate conversations may pave the way for new friendships and trusting relationships that last a lifetime.

## CATALYTIC CONVERSATIONS

Let's look at the different kinds of conversations that you will engage in with other stakeholders. These conversations will evolve over time and get broader in scope.

We have identified four types of conversations that can serve as catalysts for innovative thinking and collective action. They are designed to *make something happen* — that is, not just “**talk the talk**” but actually “**walk the walk.**”



These catalytic conversations include...

- *Learning conversations*
- *Synergistic conversations*
- *Transformative conversations*
- *Community conversations.*

What is interesting is the fact that the catalytic nature of these conversations can be measured for success by two factors:

1. *The level of trusting relationships and people's willingness to cooperate.*
2. *The level or degree of civic engagement.*

Civic engagement is about getting people involved in things that really matter to most people in your community. Broader public participation in civic engagement broadens collective community impact.

Let us look at the unique characteristics of these different kinds of conversations.

**Learning Conversations** are a great way to bring people together in a safe and friendly environment where everyone's thoughts and concerns are welcomed. These warm and friendly conversations can be a tremendous catalyst for *building trusting relationships*.

Use these conversations to identify stakeholders who are willing to connect, learn from each other, and explore the potential of collective community impact.

**Learning Conversations**



- Discover what people truly care about.
- Talk about things that really matter.
- Encourage everyone's contributions.
- Listen for common concerns.
- Harvest and empower discoveries.

*There is no power for change greater than a community discovering what it cares about.*  
—Margaret Wheatley

To be most effective, these conversations work best in smaller settings.

We suggest that you start with friends and colleagues who share like-passion for achieving common goals that can make an uncommon difference in people's lives and your community.

Use your time wisely to...

- *Discover what people truly care about and are willing to do something about it.*
- *Talk about things that really matter; things that inspire hope and possibility.*
- *Encourage everyone's contributions and different opinions. Expect to be surprised.*
- *Listen carefully for patterns, common concerns, and creative insights.*
- *Harvest and empower these discoveries for collective action.*

Margaret Wheatley once said: *"There is no power for change greater than a community discovering what it cares about."*

## **SYNERGISTIC CONVERSATIONS**

We are excited that community stakeholders are engaging in **Synergistic Conversations** that pave the way for a more caring and resourceful community.

These conversations are about discovering the unique strengths of people and organizations; and then, developing innovative ways that these strengths can be aligned for collective action.

Most likely, these will take time to develop. But when stakeholders engage in this type of conversation, great things can happen.

Synergistic conversations ensure that...

- *Everyone actively participates in meaningful collaborative conversations.*
- *Everyone listens attentively to each other and seeks new levels of shared understanding.*
- *Everyone elaborates and builds upon each other's ideas, knowledge, and wisdom.*
- *Everyone works together in clarifying and expanding common goals.*
- *Everyone commits to partner together for greater outcomes.*



**Synergistic Conversations**

- Everyone actively participates.
- Everyone listen attentively to others.
- Everyone builds on other's ideas.
- Everyone works together on goals.
- Everyone commits to partnerships.

What is synergy? Simply defined it means that the whole is greater than the sum of its parts. It means that the relationship which the parts have to each other is a part in and of itself. It is not only a part, but the most catalytic, the most empowering, the most unifying, and the most exciting part.

— Stephen R. Covey

I like the way world renowned author, Stephen Covey, defined [synergy](#).

*“Simply defined it means that the whole is greater than the sum of its parts. It means that the relationship which the parts have to each other is a part in and of itself. It is not only a part, but the most catalytic, the most empowering, the most unifying, and the most exciting part.”*

— Stephen Covey, *The Seven Habits of Highly Effective People* (1989)

## TRANSFORMATIVE CONVERSATIONS

We are also noticing that stakeholders are engaging in what we call **Transformative Conversations** — which can be a catalyst for *systemic change*.

You will know that your conversations have evolved into this when...

- *Dialogue has noticeably shifted from discussing problems to discussing possibilities.*
- *New ways of thinking and acting have emerged.*



- *A whole new set of beliefs, attitudes, and behaviors are driving cultural changes.*
- *A whole new level of collaboration, knowledge exchange, and collective wisdom is happening.*
- *People are celebrating and talking about changes with great passion and enthusiasm.*



Transformative conversations can take “increased cooperation” among helping agencies to a whole new level of collective community impact.

These conversations can accelerate innovative thinking, which paves the way for the development of cross-sector collaboration and effective solutions for complex challenges.

## COMMUNITY CONVERSTIONS

Now, I want to turn our attention toward an exciting and encouraging type of catalytic conversation that you and your community can engage in. It is called a **Community Conversation**.

Paul Born of the Tamarack Institute for Community Engagement says,

*“A new kind of social dialogue is emerging around the world. These conversations – I call them community conversations – are being generated by two conflicting realities: the growing complexity of our societies’ needs and the elementary nature of the tools available to fix them.”*

— Paul Born, *Community Conversations, Mobilizing the Ideas, Skills, and Passion of Community Organizations, Governments, Businesses, and People* (2012)

A Community Conversation is about neighbors, organizations, and institutions coming together and learning how to combine their unique strengths and collectively tackle tough community challenges with greater force and success.



These conversations are designed to provide a safe and inclusive environment where **everyone in the community** is invited to take part in open dialogue.

It is also designed to bring together community data, knowledge-sharing, and collective wisdom from all community sectors.

The goal is to develop real and lasting solutions for constantly changing and complex challenges — like poverty, hunger, health disparities, and more.

A community conversation, one that broadly engages representatives from all parts of a community, will take time to evolve.

***Good representation means that all members of the private, public, and social community sectors are welcomed and given equal opportunity to participate.***

Community Conversations

By working together, we can achieve greater impact.

*A new kind of social dialogue is emerging around the world. These conversations – I call them community conversations – are being generated by two conflicting realities: the growing complexity of our societies' needs and the elementary nature of the tools available to fix them.*

— Paul Born

This graphic features a blue header with the title 'Community Conversations' in yellow. Below the header is a white rounded rectangle containing an illustration of a group of people in a meeting. A speech bubble above the illustration says 'By working together, we can achieve greater impact.' Below the illustration, there is a quote in italics: 'A new kind of social dialogue is emerging around the world. These conversations – I call them community conversations – are being generated by two conflicting realities: the growing complexity of our societies' needs and the elementary nature of the tools available to fix them.' At the bottom of the graphic, it says '— Paul Born'.

***Community conversations are most effective when resource providers, and recipients as well, are at the planning table.***

It may take approximately 2-3 years for these conversations to get off the ground and reach new heights in cross-sector engagement and practice. Keep in mind that this will always be a *work in progress* that future generations of stakeholders can build upon.

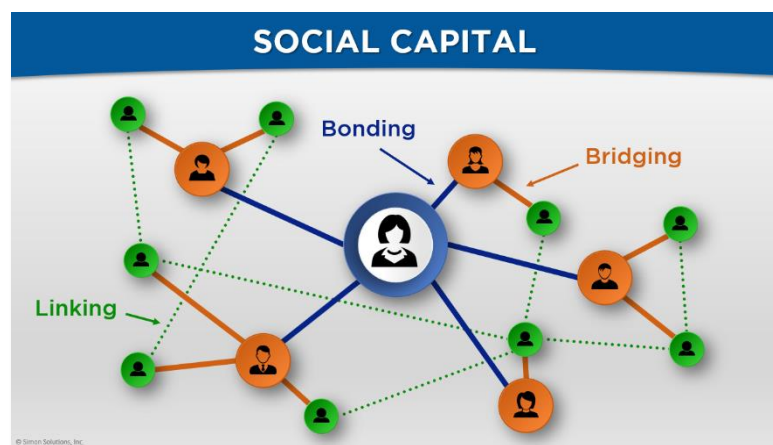
In our work across the country, we have watched as Community Conversations have evolved in many communities, including Charleston, SC, Evansville, IN, Huntsville, AL, and many more.

## SOCIAL CAPITAL

So far, we have offered you lots of education about what to expect in engaging people in meaningful conversations. Now, we want to suggest where you start in building friendships and trusting relationships that set the stage for catalytic conversations.

***Relational and vibrant social capital is a driving force for a well-connected community.***

Social capital may be described as a web of relationships that empowers people to work together more effectively. It is characterized by trust, common interests, mutual benefits, and durability. Social capital can be strengthened through three avenues of connections: *bonding*, *bridging*, and *linking*.




**Bonding** – refers to close, enduring relationships built upon trust, commonly shared values, and commitment to each other.

These include family and friends that you spend quality time with on an everyday or weekly basis. This social network can range from 5 – 12 people.


**Bridging** – is about connections that people have with others who have less in common — but have overlapping interests and associations. These would include work-related friendships, neighbors, and affinity groups that involve church, civic, or sports activities. This could include as many as fifty (50) people.

**Linking** – is about connections that are based upon mutual associations — *a friend of a friend*. These are links outside our social circles but have the potential for some form of mutuality such as a commonly shared vision or interest. These connections can help link us to influence and resources outside our normal circles and create pathways to collaborative solutions.

**Social Capital builds strong sustainable communities**



Dr. Alison Gilchrist



Each of these is necessary for strong and sustainable communities, but community development is primarily concerned with the latter two forms of social capital.

Bridging capital can be seen as important for managing diversity and maintaining community cohesion. Linking capital is needed for empowerment and partnerships working.

The network approach used to develop the 'well-connected community' emphasizes the role played by community workers in helping people build bridges and make links that they might otherwise find difficult.

Regarding these avenues of connections, Dr. Alison Gilchrist, author of [The Well-Connected Community](#), suggests:

*“Each of these is necessary for strong and sustainable communities, but community development is primarily concerned with the latter two forms of social capital.*

*Bridging capital can be seen as important for managing diversity and maintaining community cohesion. Linking capital is needed for empowerment and partnerships working.*

*The network approach used to develop the ‘well-connected community’ emphasizes the role played by community workers in helping people build bridges and make links that they might otherwise find difficult.”*

Strengthening the caring power of communities must be **intentional processes** that are driven by strong social capital.

Communities must strive to *bridge the gaps* between organizational silos in the private, public, and social sectors.

As more and more people come together based upon commonly shared caring interests, communities will experience greater connectedness and outcomes.



BRIDGE THE GAP

Strengthening the caring power of communities must be an **intentional process** driven by strong social capital.

© Simon Solutions, Inc.

This connectedness is created by using relational avenues for exchanging ideas, information, knowledge, influence, and resources. With good maintenance, you can make sure that these avenues are widely used and void of “potholes” or other obstacles.

***Proper attention to trust and affinity will make these avenues safe for travel and easy to navigate.***

## SUMMARY

1. The secret sauce for getting your community engage is “caring power.”
2. There is a major difference between a bonded set and centered set social grouping, which determines your success in bringing your community together.
3. You strengthen your caring power by discovering your local assets, connecting them to work together, and creating opportunities for these assets to be productive and powerful together.
4. You must “bridge the gap” between organizational silos with catalytic conversations, which drive open dialogue and collaboration.
5. Don’t underestimate the power of Social Capital for getting representatives, from across your community, engaged in transforming people’s lives.

---

Now it is time to move on to **Step 3: Set Up Your First Basecamp**. You will create your first Care Network where helping agencies make a beneficial decision to connect, share knowledge, and become more resourceful.

For many agencies, this may be the first time they have ever seen a tangible and authentic expression of increased communication in your community.

## Step 3: SET UP YOUR FIRST BASECAMP



### Welcome to Step 3

I like to use the analogy of “basecamps” because they represent places where explorers can build capacity for connectedness and resourceful activities. Your basecamps will become strategically established settings or cultural environments that are conducive for change, progress, and growth.

***This will make your transformation journey more powerful and productive.***

Basecamps are where present and future explorers can make new friends, build trusting relationships, and experience the value of working together.

They make time to carefully prepare, plan, and coordinate each phase of their journey. And they get a chance to learn how to use new tools that make their travel easier and more productive.

Stakeholders learn to lean on each other for support, courage, and strength to take on challenges — as they arise along the way. And they share stories about their exciting adventures and personal accomplishments.



**STEP 3**

*Set Up Your First Basecamp*

**KEY CHALLENGE**  
Quickly demonstrate tangible evidence that the journey is underway with its first set of pioneers.

**ACTION STEPS**  
Launch a resourceful care network as soon as possible, and then, spread the word about its value.

**MEASURABLE RESULTS**  
Good news about the network will spread across the community and others will want to join it.

**Key Challenges:**

*Quickly demonstrate tangible evidence that the journey is underway with its first set of pioneers.*

**Action Steps:**

*Launch a resourceful care network as soon as possible, and then, spread the word about its value.*

**Measurable Results:** *Good news about the network will spread across the community and others will want to join it.*

---

Just a reminder, **Steps 1, 2, and 3** are ways to increase better communication among all helping agencies in your community.

Better communication ensures that helping agencies, from across your community, are better able to identify other agencies that help others.

They can also learn about the unique programs and services that they offer, and which helping agencies accept referrals.

**Better COMMUNICATION**

*mutually beneficial exchange of knowledge and information*

**SILOS**  
*become more aware of others*

Helping Agencies are better connected and informed

This increased connectivity is made visible and viable by the creation of a resourceful and broadly distributed Care Network with unlimited capabilities.

A **Distributed Care Network**, powered by our technology, has often been described as a *Monday morning solution*. It jump-starts and sustains better communication among all helping agencies. It is the proof, or a tangible expression, that a “better together” civic culture is developing.

***This culture is embedded with better communication that keeps people and organizations connected, informed, and engaged.***

## CARE NETWORKS



Since 2006, thousands of helping agencies, across the country, now use our affordable and simple-to-use tools to create well-connected and resourceful Care Networks.

These networks have *unlimited scalability* and can easily span a neighborhood, city, county, or a region of a state.

A broadly distributed Care Network, along with a streamlined referral system, is the “better way” to find and coordinate your communities’ resources for people in need.

***A Care Network makes it possible for all helping agencies, despite their limitations, to never have to turn people away empty-handed.***

Caregivers can say with all honesty and assurance, “I may not have exactly what you are looking for; but don’t worry, I will help you find what you need.”

This happens because helping agencies can collectively increase their responsiveness to the needs of individuals and families.

Shared information and common intake make it faster and easier for helping agencies to quickly assess needs and mobilize resources — all in real-time.

A Care Network supports agencies’ success in providing personal and comprehensive care. Now, all helping agencies, despite their limitations, can become part and parcel of a **comprehensive approach** to transforming people’s lives.



Across the country, innovative caregivers are advancing a more networked, collaborative, and comprehensive approach to transforming lives and communities.



Networked Collaborative Comprehensive

**Help for Today  
Hope for Tomorrow**



**TRANSFORMATION ROADMAP**

Sustainable Improvement Abundant Living  
Knowledge & Support Collaborative Empowerment  
Crisis Care

All assistance, referrals, and outcomes can be **collectively coordinated** — making it possible to monitor forward progress in real-time and advise adjustments as needed.

Agencies can provide help, according to their specialties; and then, work together with others to coordinate "holistic" care.

A group of helping agencies can now work together with individuals and families in creating a **customized transformation roadmap**. One that helps people move forward from crisis to sustainability to abundant living.

All assistance, referrals, and outcomes can be collectively coordinated — making it possible to monitor forward progress in real-time and advise adjustments as needed.

## THE POWER OF CONNECT

With the development of a Care Network, you begin to tap into the power of Connect.

This can impact everyone in your community, and it's very noticeable!



***Perhaps one of the greatest benefits is the ability to “connect the dots” that make your community more resourceful and responsive.***

This makes it faster and easier for community stakeholders to find, align, and collectively coordinate their local resources in more powerful and productive ways.

## CONNECTIVITY



***Now it's possible***  
*for us to work together more*  
***efficiently and effectively*** to  
*transform the lives of individuals*  
*and families in our community.*

**Collectively tackle tough  
community challenges with  
greater impact and success**

Making this possible are *new and exciting breakthroughs* in networking technology and collaboration that are happening in over **2,500 cities** in **49 states**.

© Simon Solutions, Inc.

Increased connectivity offers your community a big opportunity to maximize its collective caring power. Now it is possible for all helping agencies, throughout your community, to work together more efficiently and effectively to transform the lives of individuals and families.

All charities, churches, schools, hospitals, and other service providers can learn how to align their unique strengths and collectively tackle tough community challenges with greater impact and success.

Every community now has a big opportunity to create an *unprecedented model* for comprehensive coordinated care that makes a real and lasting difference.



By creating well-connected and resourceful care networks, communities can now ensure that everyone has equal opportunity to live a healthier, more productive, and a meaningful life.

*Now that's the kind of good news, that's worth sharing with others.*

## NETWORKING VALUES

Networking has Tremendous Values & Benefits



- People are **BETTER SERVED**.
- Agencies are **BETTER INFORMED**.
- Communities are **BETTER ENGAGED**.

© Summit Solutions, Inc.

Now, let us dig deeper into the power of connect, using care networking technology.

We have discovered that networking has **tremendous value** and **benefits**.

The most obvious are that *people are better served*.

*Agencies are better informed, and communities are better engaged.*

Let's look at the value and benefits for individuals and families, the helping agencies that serve them, the funders that support helping agencies, and the whole community.

## PEOPLE ARE BETTER SERVED

Now, all individuals and families can gain **greater access** to constantly updated information and resources that can help them experience a better quality of life and a brighter future.

People can be referred to other agencies that provide additional resources that meet their needs.

The Value & Benefits for **PEOPLE**



Now, all individuals and families can gain **GREATER ACCESS** to constantly updated information and resources that can help them experience a better quality of life and a brighter future.

© Summit Solutions, Inc.



## AGENCIES ARE BETTER INFORMED



The Value & Benefits for **AGENCIES**

Now, all helping agencies can gain **GREATER PEACE OF MIND** knowing that their unique mission is part and parcel of a more coordinated and comprehensive (holistic) solution for transforming people's lives.

Networking has tremendous value and benefits for Helping Agencies.

Now, all agencies can gain **greater peace of mind** knowing that their unique mission is part and parcel of a more coordinated and comprehensive (holistic) solution for transforming people's lives.

***Agencies can now share the risks, responsibility, and rewards of helping others by building community partnerships.***

## FUNDERS ARE SATISFIED

Networking has tremendous values and benefits for all funders — including donors, foundations, businesses, and others.

Now, all funders can gain **greater assurance** that the right resources, get into the right hands, at the right time.

Networking can improve communication and cooperation among helping agencies. And it can improve agencies' capacity for better-informed, decision-making.

Agencies can provide funders with data that proves that they are working together to provide resources for individuals and families.



The Value & Benefits for **FUNDERS**

Now, all funders can gain **GREATER ASSURANCE** that the right resources, get into the right hands, at the right time.

***This can make a tremendous difference in your community by increasing outcomes and impact.***



## COMMUNITIES ARE BETTER ENGAGED

The Value & Benefits for **COMMUNITIES**



Now, all civic stakeholders can gain **GREATER COMMUNITY INTELLIGENCE** through knowledge-sharing and collective wisdom — paving the way for cross-sector collaboration and lasting solutions.

Networking has tremendous values and benefits for the whole community.

Now, all civic stakeholders can gain **greater community intelligence** through knowledge-sharing and collective wisdom — paving the way for cross-sector collaboration and the development of lasting solutions.

Communities can now do more than just help people **get by**. They can help individuals and families **get ahead** to abundant living. Everyone can work together to create vibrant healthy communities that are great places to live, work, and raise a family.

## TOTAL VALUE PROPOSITION

As all the pieces of this value proposition come together, everyone is more aware of the abundant wealth of resources that are already present in their community.

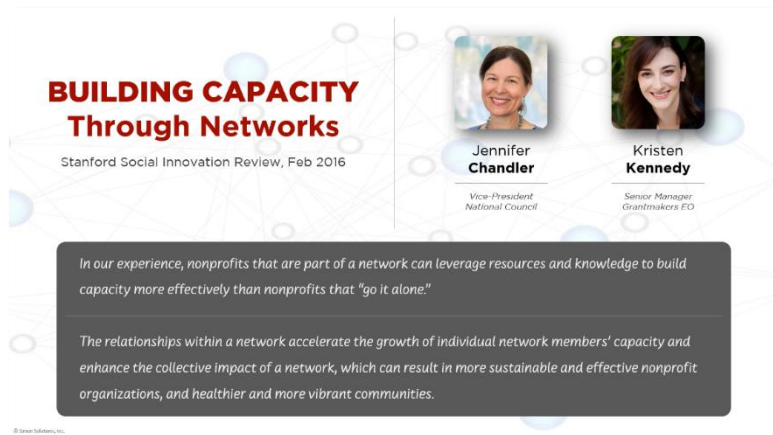
This greater awareness, along with better communication and cooperation among helping agencies, offers great hope for individuals and families who are struggling to make ends meet.

Now, they have greater access to information, resources, and opportunities that help them **thrive**...and not just survive.

The Total **VALUE PROPOSITION**

*Survive* .....▶ *Thrive*





Networking can help sustain and accelerate the mission of individual helping agencies that are connected in a Care Network.

This was suggested by two researchers affiliated with the National Council of Nonprofits.

Their research was published in the Stanford Social Innovation Review in

Feb. 2016 and entitled, [\*\*Building Capacity Through Networks.\*\*](#)

They discovered that *“nonprofits that are part of a network can leverage resources and knowledge to build capacity more effectively than nonprofits that ‘go it alone.’”*

They also suggested that *“the relationships within a network accelerate the growth of individual network members’ capacity and enhance the collective impact of a network, which can result in more sustainable and effective nonprofit organizations, and healthier and more vibrant communities.”*

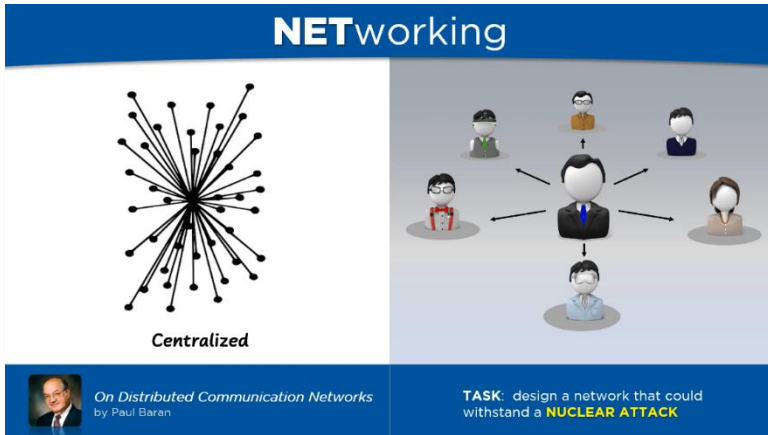
## THE POWER OF NETWORKING

For decades, networking has been studied by experts who have been looking for the most efficient and effective way of sharing massive amounts of communication and information.

This was brought to light many years ago by Paul Baran, a pioneer in computer networking and modern digital communication that is now used worldwide.



After World War II and during the Cold War era, his research involved evaluation of three types of networking and their ability to provide the best communication network that would withstand a **nuclear attack**. This was recorded in his work entitled: [\*\*On Distributed Communication Networks.\*\*](#)



**Centralized Networking** is where communication flows from a centralized independent hub out to recipients.

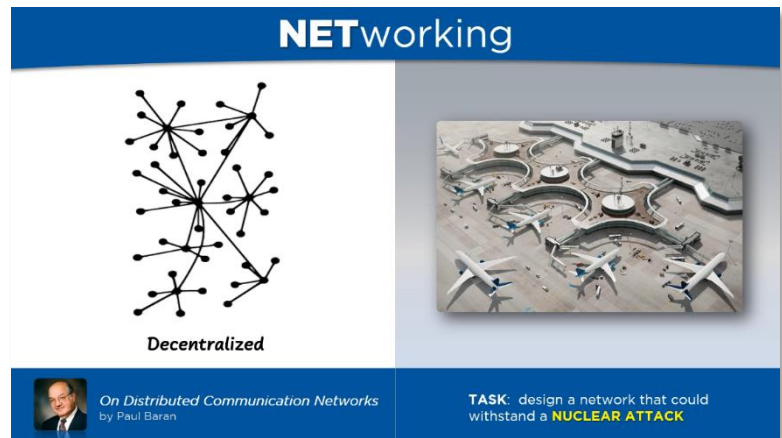
Examples of this could include an organization or helping system with top-down or inside-out flow of communication and information that is highly controlled at one centralized source.

Centralized Networking is good for making sure that everyone is on the same page.

**Decentralized Networking** is the second model for mass communications that Baran analyzed.

This is where different centralized networks work together to share information.

They are still *independent* hubs, but they are linked together for *interdependent* communications that benefit each centralized hub.

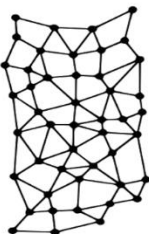


A good example would be an airport with many terminals and airlines that need to be properly coordinated.


Another example would be websites like Expedia and Orbitz which post information about different airlines and their schedules.


But keep in mind that this communication is still controlled by independent hubs that allow others to see information, but not alter it.

## NETworking



Distributed





*On Distributed Communication Networks*  
by Paul Baran

**TASK:** design a network that could withstand a **NUCLEAR ATTACK**

The third model for mass communications that Baran analyzed was **Distributed Networking**.

This is where communication, no matter where it originated, can easily and freely flow wherever connections are made.

A good example of this is a highway system, a subway rail system that serves a city, or a telephone system.

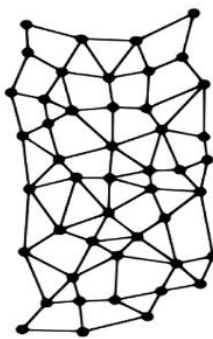
But perhaps the best-known distributed network is the **world wide web** with billions of global connections.

Of his analysis of the three different models for networking, Baran was convinced that **Distributed Networking** had tremendous advantages and was the *best choice* for mass interactive communication.


## NETworking

### COMMUNICATION ADVANTAGES

- ✓ *Faster and More Streamlined*
- ✓ *Unlimited Scalability*
- ✓ *Decreased Cost*
- ✓ *More Inclusive*
- ✓ *Lower Risk of Single-Point Failures*



Distributed



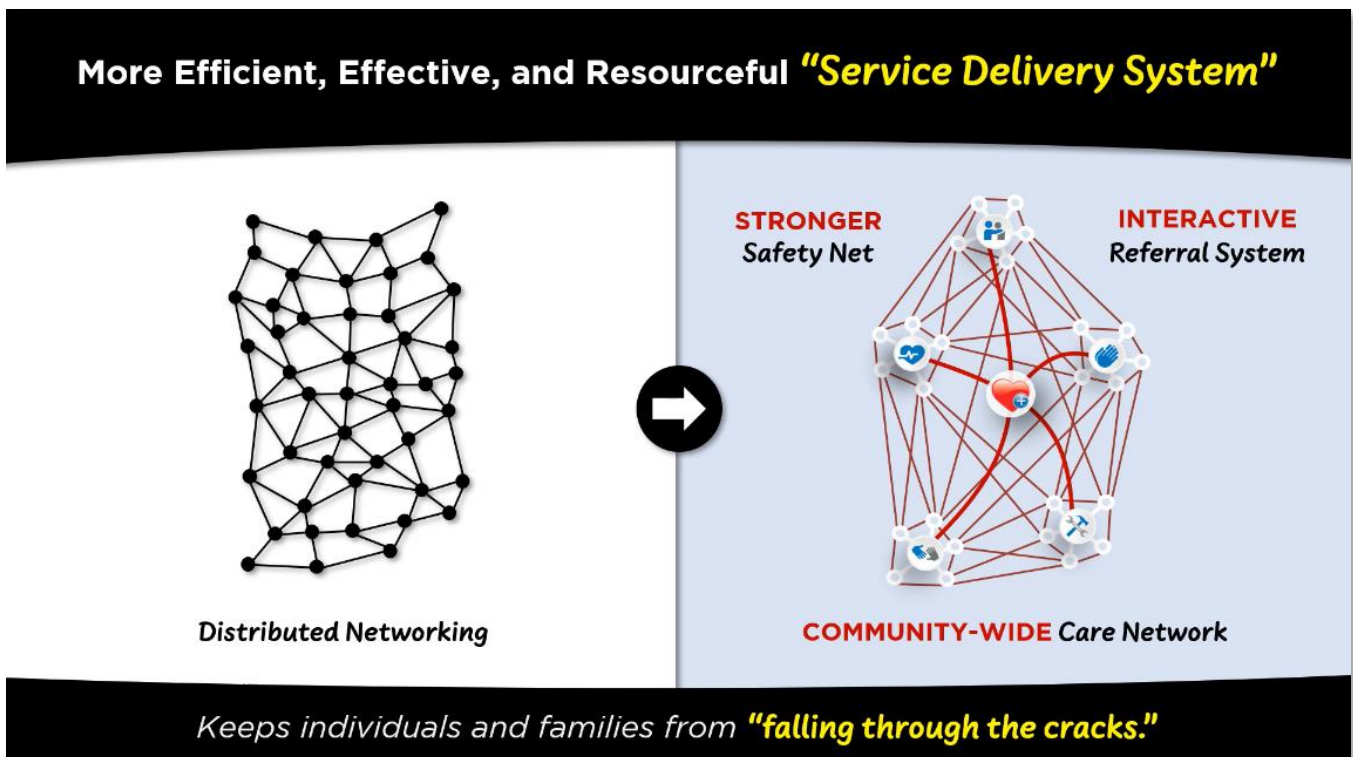
*On Distributed Communication Networks*  
by Paul Baran

**TASK:** design a network that could withstand a **NUCLEAR ATTACK**

These include:

- *A faster and more streamlined flow of mass communication.*
- *Distributed networking costs less to operate with unlimited scalability.*
- *And when it comes to vital information being shared, it has the lowest risk of single-point failures.*

So, let's see how Distributed Networking can be used to impact the lives of people and the community where they live.



I don't think it takes rocket science to recognize the value and benefits of *Distributed Networking* in a community. This can be **"the best practice"** for increased communication and cooperation among different helping agencies.

***Distributed Networking paves the way for more efficient, effective, and resourceful service delivery.***

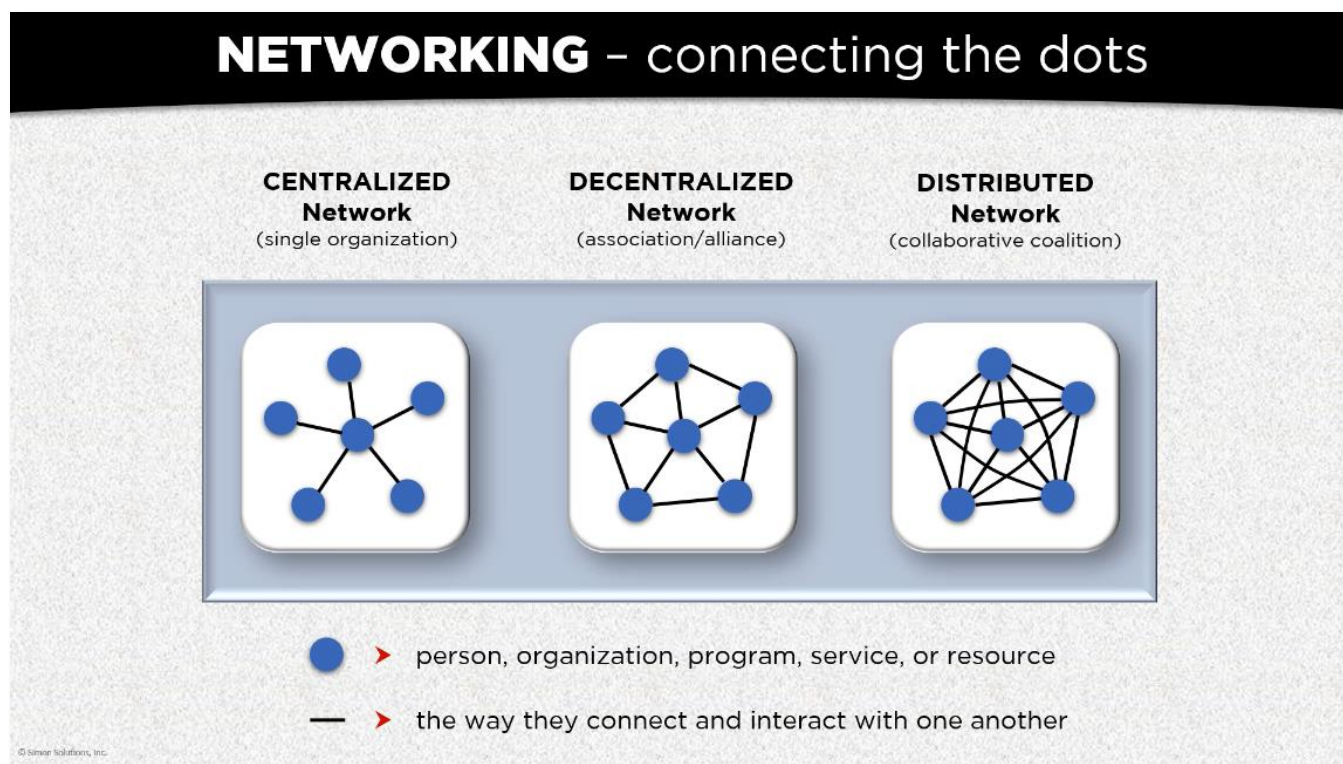


Distributed networking technology creates a web of connectedness among all helping agencies that reaches across the whole community. Now, communities can have a stronger social safety net and effective referral system that keeps individuals and families from “falling through the cracks.”

The innovative use of distributed networking in communities is transformative. Helping systems, throughout a community, are transforming from a *social service* to a *social change* model, which is very encouraging to see.

***Therefore, I like to describe this innovative solution as distributed transformative networking that can accelerate catalytic processes that produce systemic change.***

We are also learning that there is more to networking than meets the eye. The presence of different service providers in a community does not necessarily mean a well-connected and resourceful network exists — especially one that can transform people’s lives.



As you can see from this diagram, different types of networking can connect the dots, which can represent a person, organization, program, service, or resource. More importantly, it is the **way** different service providers *connect* and *interact* with one another that makes a thriving network.

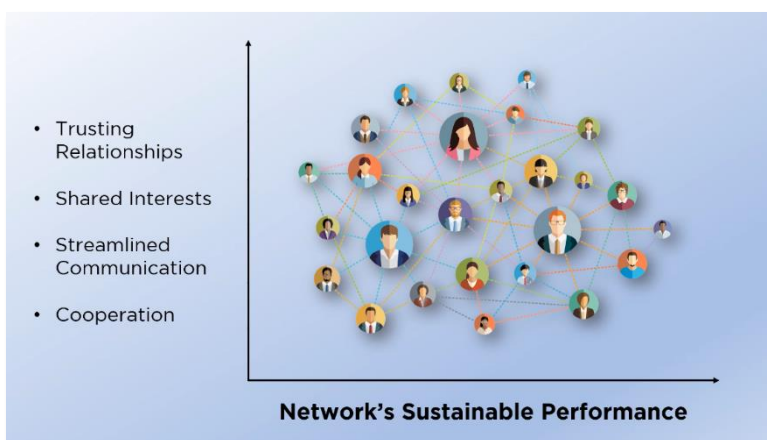


Helping agencies would do well to strive for effective communication and cooperation among each other. This will help to create an effective referral system that helps people find the information and resources that they need.

## NETWORK SUSTAINABILITY

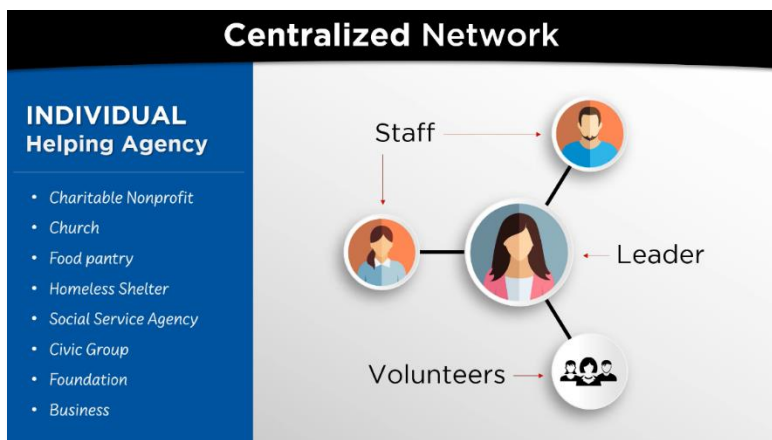
We have learned that the effective and sustainable performance of a network depends largely on the following:

- *Trusting relationships*
- *Shared interests, values, and goals*
- *Widely distributed and streamlined channels of communication*
- *Mutually beneficial cooperation*



So, let us look deeper into the different ways helping agencies connect — as an individual organization or with other agencies.

## THE CENTRALIZE CARE NETWORK



Most helping agencies operate as an individual centralized network with a leader or leadership hub at the center.

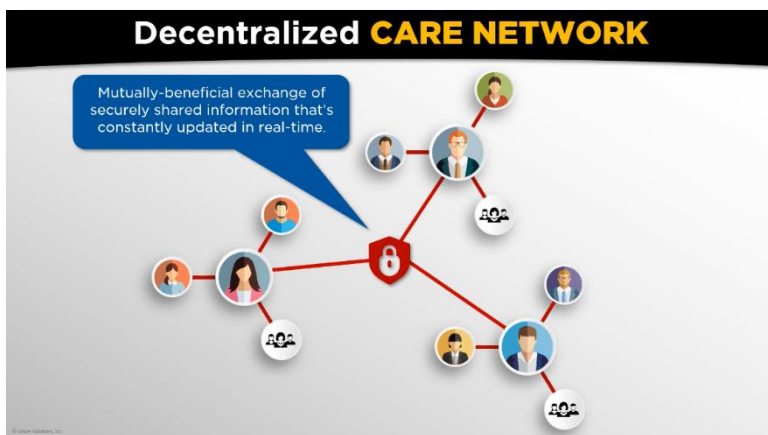
All communication flows from the top/down or inside/out to staff and volunteers.

This type of networking is used by many diverse helping agencies that are present in most communities.

These can include a local church with a benevolence program that offers utility assistance or childcare. It can also be used by a food pantry that battles food insecurity or a homeless shelter that battles homelessness in a community. It can also be used by a government social service agency that provides public assistance programs.

Civic groups like the Rotary or Lions Club can also be a helping agency with a centralized network of staff and volunteers. And let us not forget that funders, like foundations and businesses, can be considered a helping agency that operates like a centralized network of people focused on a particular mission or goal.

## THE DECENTRALIZED CARE NETWORK



Individual centralized networks are connected by web-based technology that creates an effective Decentralized Care Network of diverse helping agencies.

This type of networking makes it possible for agencies to share a mutually beneficial exchange of securely shared information that is constantly updated in real-time.

This exchange can include client intake information, important data, and useful reports. This exchange can also be used for finding and mobilizing resources. And it can also be used to streamline referrals to other helping agencies in your community.

We have discovered that most agencies that are part of a Decentralized Care Network are very pleased that they can maintain their *independence*; and at the same time, enjoy the mutual benefits of *interdependent cooperation*.

Because of the value of decentralized and customized networking, individual agencies do not feel like they are being pressured to comply with other organizations' policies and procedures. Each agency can simply do its part in helping others; and at the same, volunteer their cooperation in working with others to provide more comprehensive or holistic care.

So, what motivates these *independent* agencies to want to connect in an *interdependent* relationship with other agencies? We have discovered a variety of reasons:

We discovered that most helping agencies struggle to maintain a constant flow of resources to sustain and advance their mission. Most, with limited staff and resources, cannot keep pace with the increased demand for services — forcing them to “do more with less.”

Also, people’s needs are becoming more complex and beyond the scope of most agencies, which oftentimes, are vastly disconnected and don’t talk to each other.

This causes resource gaps throughout the entire community. Because of this, many children, adults, and families go without access to effective programs and services that can transform their lives.



Agencies are saying, “If we are willing to work together, we **all** can become more efficient and effective in helping others. We can use shared information and data to make better-informed decisions that will help us reduce duplication and allocate our limited resources where they are most needed. Now, we can help more people with more resources.”

Helping agencies are now faced with new mandates from funders who want data and reports that track outcomes and impact.

**Funders are becoming more interested in tracking transformation, rather than tragedy.**

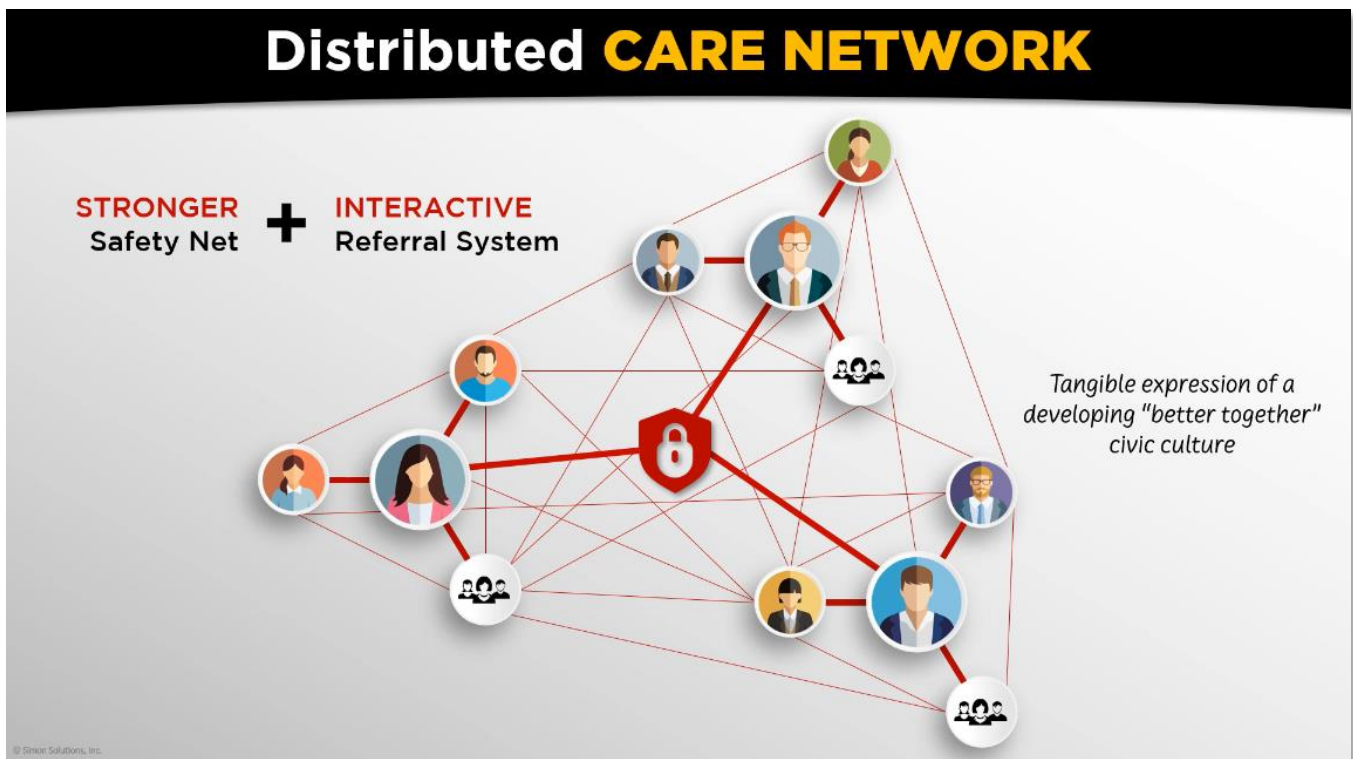
Funders suggest that a well-connected network of helping agencies can set the stage for a more comprehensive approach to transforming people’s lives.

Funders believe collective community impact, which drives large-scale social change, is better than isolated social intervention.

## THE DISTRIBUTED CARE NETWORK

The next step beyond decentralized networking is the **Distributed Care Network**. According to experts, like Paul Baran, this is a more effective way for coordinating real-time interactive communication and information sharing.

This is where most communities cross the threshold into unprecedented possibilities and lasting solutions for transforming people's lives.



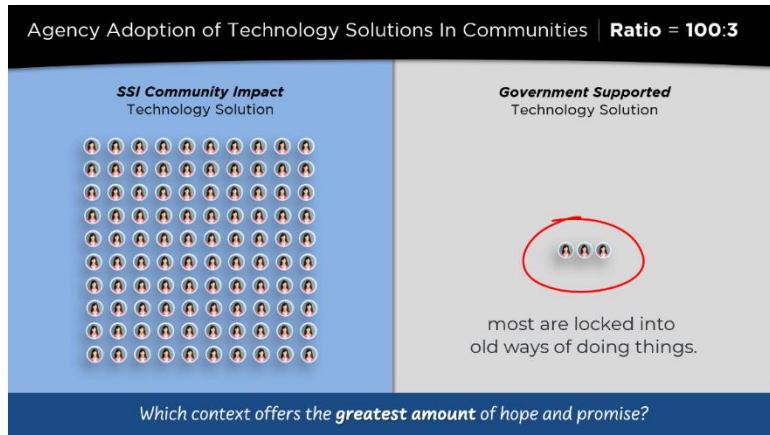
Now, you begin to see the development of a *"better together"* civic culture beginning to take shape in your community.

The measurable results are a tangible and practical expression of increased communication and cooperation that are happening with many different helping agencies that are now working together.

With low-cost and simple-to-use technology, care networking becomes a viable and practical solution that makes sense to all stakeholders throughout your community.

## AGENCY ADOPTION RATIO

When it comes to connectivity, community stakeholders are getting more realistic about adopting best practices for broader increased communication and cooperation among all helping agencies in their community.



Now I must admit that there are many different technology platforms that are at work in communities across the country. Most have been around for many years.

These platforms are all very sophisticated, having lots of “bells and whistles” that only a small handful of helping agencies are mandated to use —

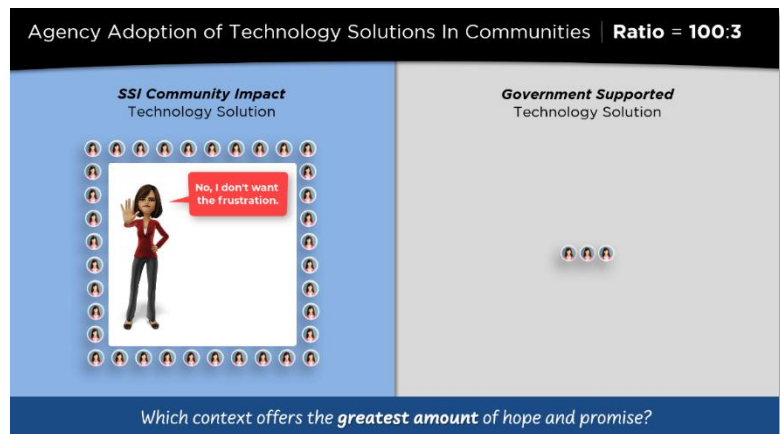
especially those that are dependent upon government grants.

We discovered that the federal and state government had high hopes that these sophisticated platforms would gain much adoption among community stakeholders and increase connectivity among all helping agencies. And that would be great — if it were a practical reality.

**Unfortunately, that is not the case.**

We discovered that the agency adoption ratio of technology solutions in communities is about **100:3**. Approximately **97%** of all helping agencies in a community tend to shy away from government supported and cumbersome technology platforms.

Most agencies say that these platforms are awfully expensive and require many hours of training, which many users find burdensome; and most of all, unnecessary for their mission and practices in their community.





Most of these government supported platforms are not user-friendly, especially for agency staff and volunteers with limited computer skills.

And they require front-line service providers to spend much time gathering lots of personal information from people in crisis situations.

Most volunteers fail to see the need for making individuals and families go through a 30 to 45-minute interview, just to get a sack of groceries or information about a program.

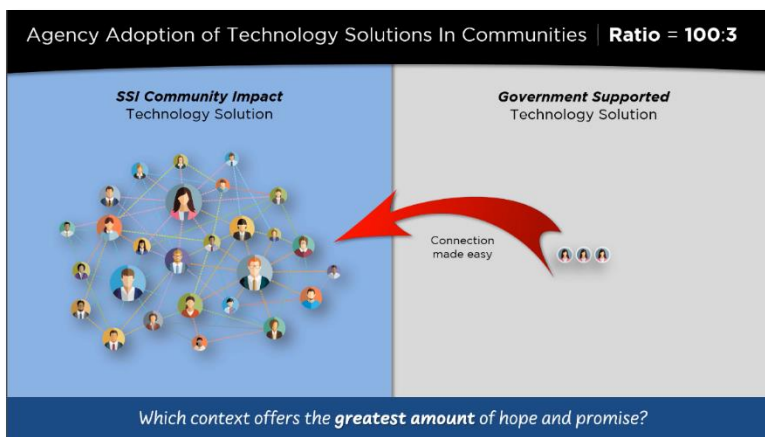
For community stakeholders, the bottom line for adopting a technology solution is the one that offers the greatest amount of hope and promise for **broader connectivity** among helping agencies.

Stakeholders want a solution that increases communication and cooperation among all helping agencies in their community. They also want a solution that provides a strong safety net that keeps children, adults, and families from *falling through the cracks*.

They also want a solution that drives cross-sector collaboration and maximizes the collective caring power of their community.

Oh, by the way, we have found a solution for those handful of helping agencies who say they cannot join a Care Network because they are mandated to use a government supported platform.

Our technology team decided a few years ago to integrate the mandated components of government supported technology into our community impact solutions.



Now, all helping agencies can work together using the same simple-to-use and affordable technology solution. A “win-win” value proposition for everyone



Since 2006, we have talked with thousands of helping agency leaders and staff across the country. They often ask us which is the best practice for care networking — city-wide, county-wide, multiple counties, or state-wide?

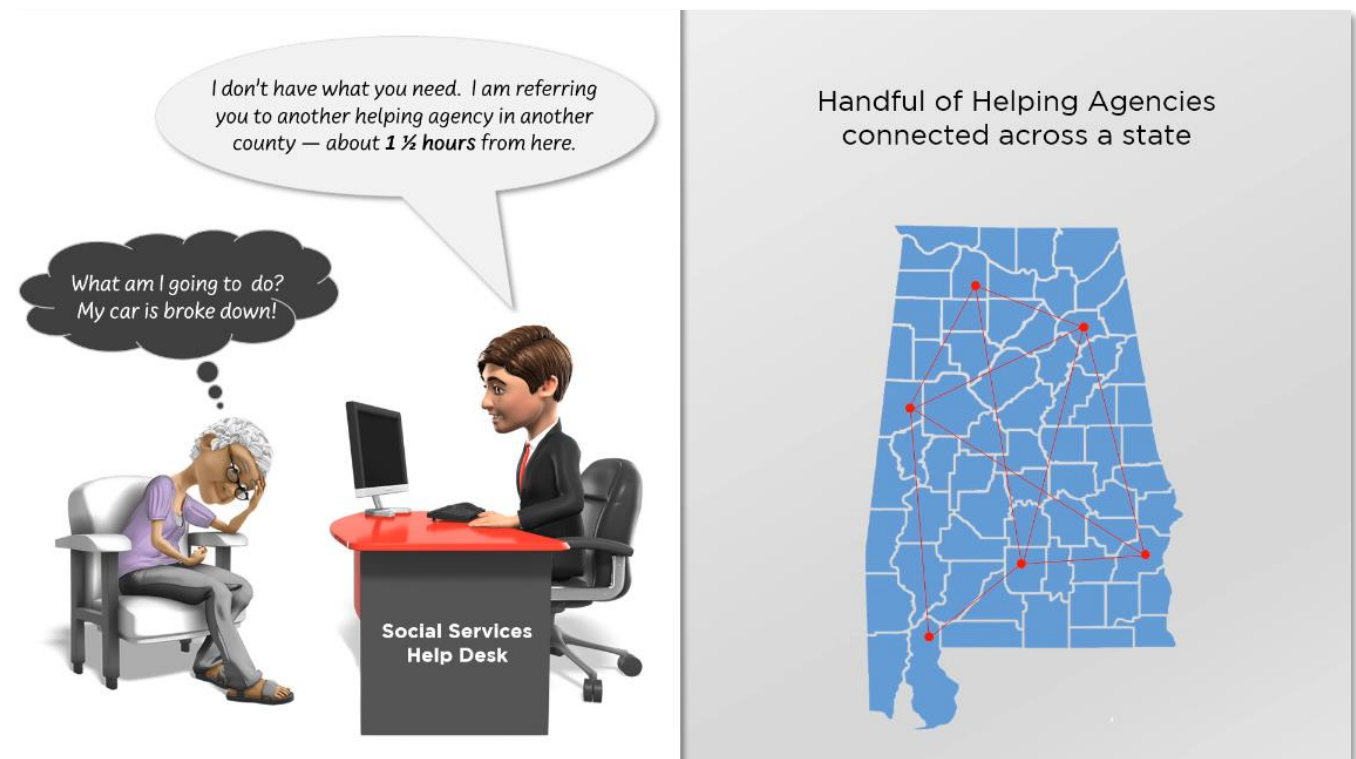


We are discovering that all of this depends on different factors including population, the purpose of the network, and ultimate goals.

Sometimes we hear helping agencies say that their state is advocating, and oftentimes mandating, that they use a specific technology solution for data collection and referrals.

These agencies are required to do this because they receive government grants. Their network usually consists of a handful of agencies scattered across their state and many miles from each other.

I must admit that I am concerned as to why one helping agency would want to refer individuals and families to another helping agency that is **hours away** or on the other side of the state.



## The Power of Connect

Community stakeholders, especially funders, are saying, *“When it comes to helping others, we must first consider how to collectively better serve people in our own backyard.”*

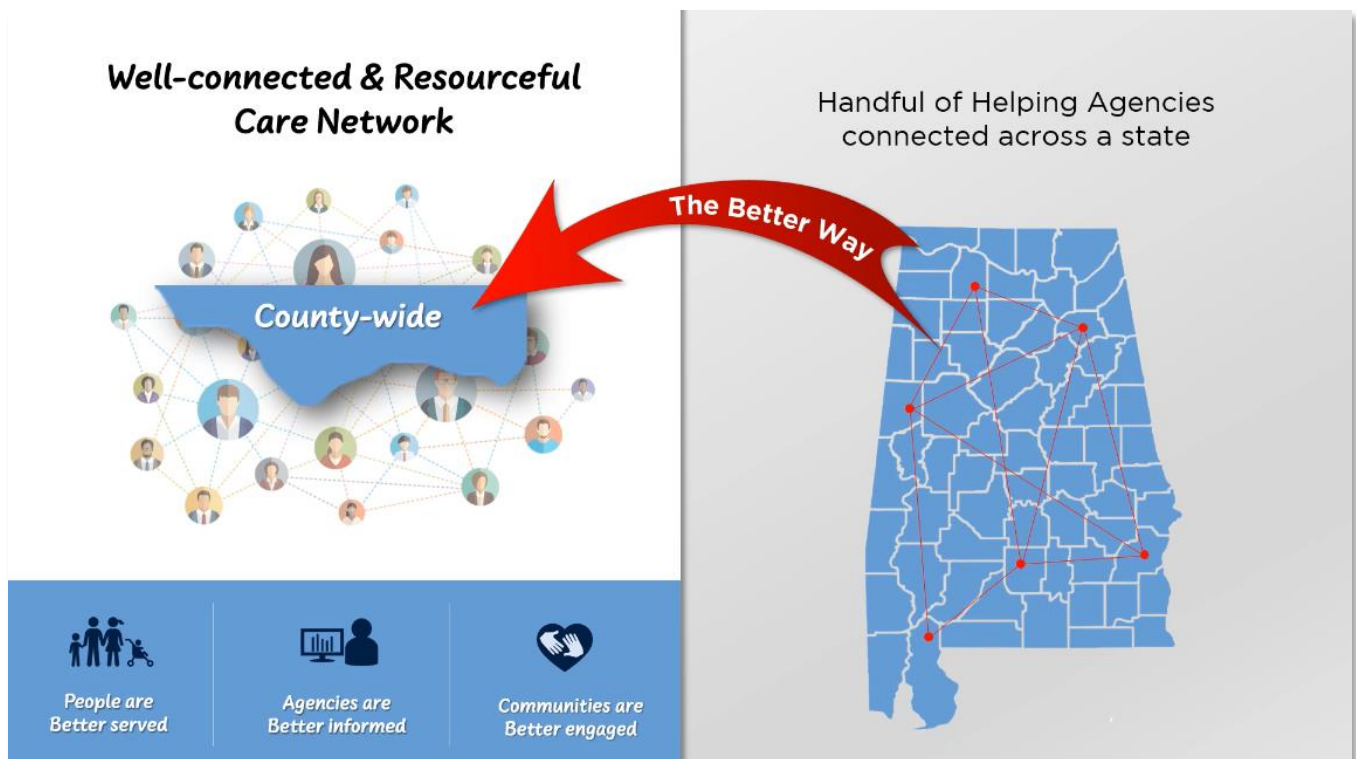
Communities are learning how to help themselves, so that they can be more efficient and effective in finding and coordinating local resources.



Communities are learning how to tap into their wealth of local resources. They are reducing their dependency upon outside resources, which have been dwindling for years.

May I suggest that everything that is needed to transform people’s lives is already present in most communities. What is most needed is a cross-sector collaborative that learns how to find and collectively mobilize these resources in more powerful and productive ways.

Having said this, we suggest that the better way to use care networking technology is to create well-connected and resourceful Care Networks that span **each county** in a state.

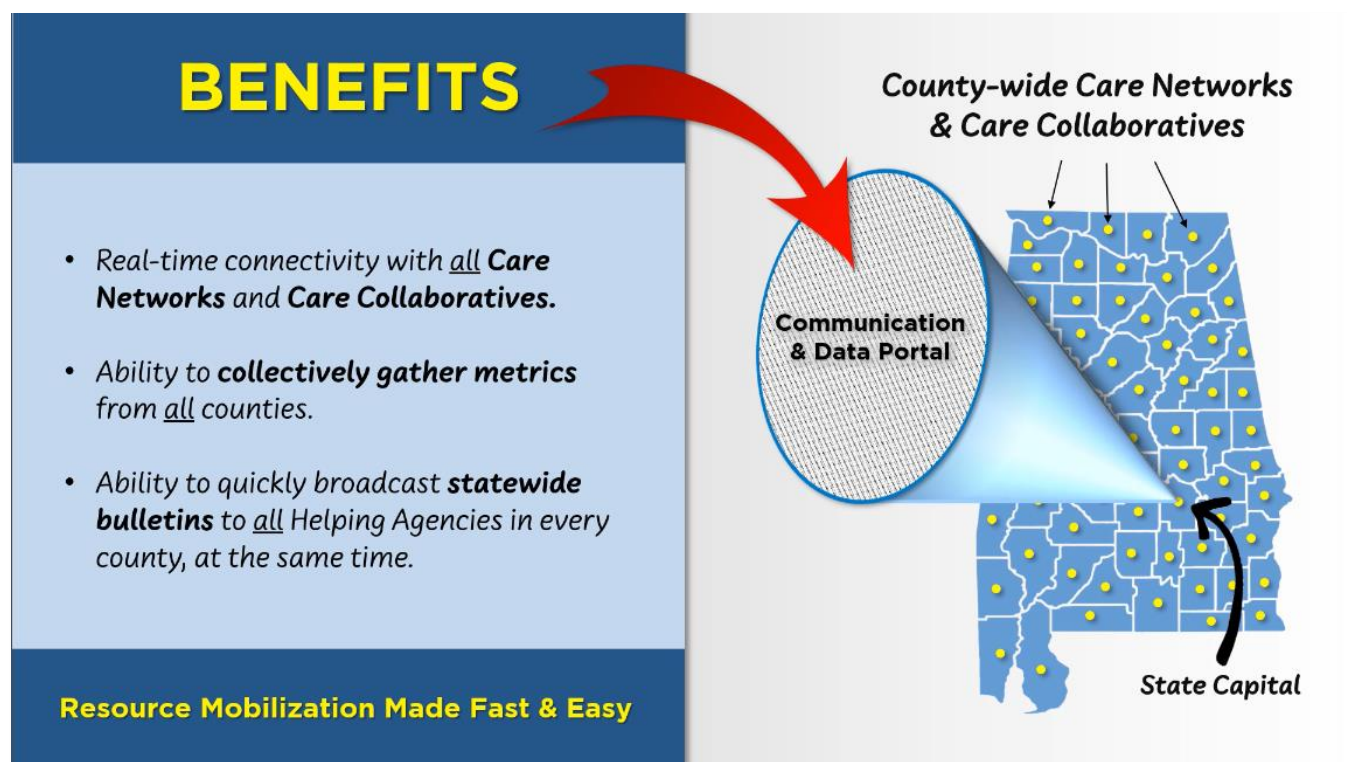


Also, a county-wide Care Network is a more effective solution for an easy-to-coordinate social safety net. And it provides a referral system with effective and practical local outreach that makes sense to people in need, the agencies that support them, and local funders as well.

We do work with some helping agencies that have created a multi-county Care Network. But these should only be considered for rural areas with smaller populations and a smaller number of helping agencies.

And if for some reason, state officials would like to see the data from each county, we can provide a “state-wide portal” — making it easy to gather data and increase communications among all helping agencies, across the entire state.

This communication can be most useful for resource mobilization for improved disaster preparedness and response, especially for hurricanes, tornadoes, and pandemics such as Covid-19.



State officials could have state-wide real-time connectivity with all Care Networks and Care Collaboratives in every county. They would also be able to collectively gather important metrics from all counties. And they would be able to quickly broadcast state-wide bulletins to all helping agencies in every county, at the same the time.

## WHY IS DATA SO IMPORTANT?

Another tremendous value of *distributed care networking* is the ability to gather enormous amounts of reliable data from diverse helping agencies across the community.



You can use data to measure your success in helping people move from crisis to sustainability to abundant living.

And you can use data to determine what is really working, or not, in addressing complex community challenges.

We are excited that communities are using our networking technology to

collect, analyze, and distribute comprehensive metrics from all helping agencies, in real-time.

Community stakeholders use these metrics to better understand how to move the needle on poverty, hunger, health disparities, and more. This is helping stakeholders to discover realities, define best practices, and explore possibilities.

***This ability to gather comprehensive metrics revolutionizes the way communities combat poverty, hunger, and other complex challenges.***

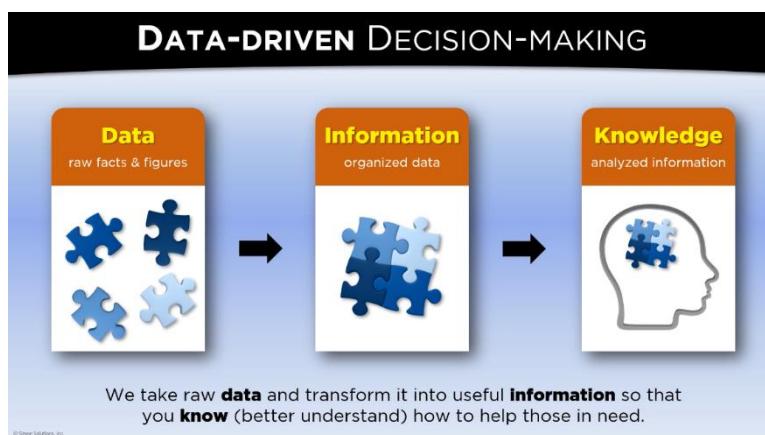
Distributed networking is a powerful and practical tool for data collection and analysis.

We are learning that “data-driven, decision-making” is trending among community stakeholders across America.

**Simply put — *better data, better decisions.***

Data starts out as raw unorganized facts and figures that include words, dates, and numbers without a context.

Think of this as “pieces of a puzzle” that are not yet connected.





Using networking technology, data can be organized and linked together for useful purposes — providing important information.

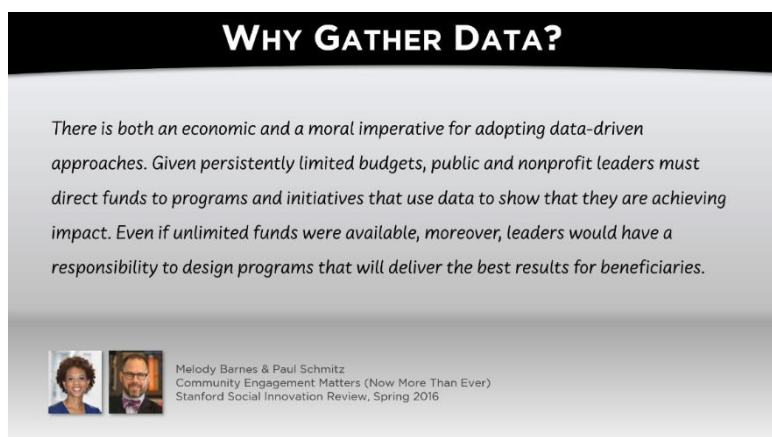
Useful information can then be analyzed — yielding knowledge, or a better understanding, of what needs to happen to improve the effectiveness of programs, services, and resources that help others.

We also need to keep in mind that information changes over time. So, it needs to be constantly updated in real-time. It also needs to stay relevant to people’s constantly changing and complex needs.

The tremendous value of data, information, and knowledge is to enable helping agencies to make better-informed decisions as to how to reduce duplication and allocate limited resources more effectively.


And if distributed networking is in place, real-time data can be used to help individuals and families gain greater access to knowledge, information, and resources from across a community.

Regarding “data-driven, decision-making”, two experts in community engagement suggest...



**WHY GATHER DATA?**

*There is both an economic and a moral imperative for adopting data-driven approaches. Given persistently limited budgets, public and nonprofit leaders must direct funds to programs and initiatives that use data to show that they are achieving impact. Even if unlimited funds were available, moreover, leaders would have a responsibility to design programs that will deliver the best results for beneficiaries.*

  Melody Barnes & Paul Schmitz  
Community Engagement Matters (Now More Than Ever)  
Stanford Social Innovation Review, Spring 2016

*“There is both an economic and a moral imperative for adopting data-driven approaches.*

*Given persistently limited budgets, public and nonprofit leaders must direct funds to programs and initiatives that use data to show that they are achieving impact.*

*Even if unlimited funds were available, moreover, leaders would have a responsibility to design programs that will deliver the best results for beneficiaries.”*

[— Melody Barnes & Paul Schmitz, Community Engagement Matters \(Now More Than Ever\), Stanford Social Innovation Review, Spring 2016\)](#)

## Why Gather Data?

- **Data improves our vision.**
- **Enables us to work smarter.**
- **Discover what works, and what doesn't.**
- **Prove and improve out best practices.**



Besides giving us the ability to make better-informed decisions, data has other value. Data improves our vision of current realities. It paints a “big picture” look and better understanding of people’s needs throughout our communities.

*This understanding is based upon real facts and figures, and not assumptions.*

We can know how many people are living in poverty, and how many children are at-risk for food insecurity. This knowing can translate into an urgent need for action.

Data can help us work smarter, and not just harder. It can be used by helping agencies to improve their efficiency; thereby saving lots of time and money. It can paint a clear and accurate assessment of our capabilities and effectiveness — focusing on what needs to be preserved, changed, or created.

Data helps us prove and improve. I once heard someone say, “data doesn’t lie.” Nonprofits are learning just how important it is to prove their effectiveness to funders. Data can point out places in our policies and practices that need adjustments that will help sustain and advance our mission.

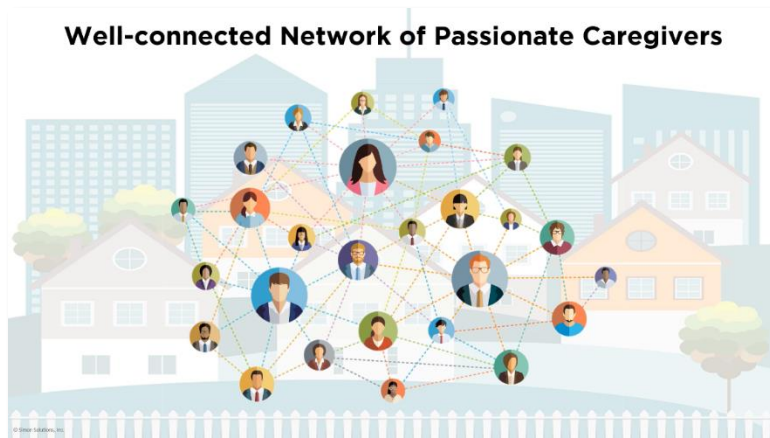
***With an honest assessment of current practices, agencies can be better prepared for addressing constantly changing and complex challenges.***



## THE VALUE OF A WELL-CONNECTED CARE NETWORK

I do not think it takes a far stretch of our imagination to see how a well-connected and broadly distributed Care Network can impact a neighborhood, community, or city.

Care Networks bring together a large host of passionate caregivers who are driven by faith, hope, and love. These networks connect caregivers who are dedicated to working together to impact the lives of children, adults, and families.



May I suggest that this is a model of community care that is unlike anything most people have ever seen and is happening across the country.

Once this is in place, then the possibilities for its use are **unlimited** and only subject to a community's vision and willingness to work together.

Now it is possible for communities to develop collaborative solutions that make a real and lasting difference. These include:

- *Develop Comprehensive Coordinated Care*
- *Move the Needle on Poverty and Hunger*
- *Improve community health*
- *Stop human trafficking*
- *Improve disaster preparedness and response*

Hopefully, you now have a better understanding of the potential and possibilities that can easily happen in your community. This can truly happen, if you are willing to transform the isolation into connectedness and maximize your collective caring power.

## SUMMARY

6. Networking is your “Monday morning solution” for community care.
7. Care Networks will maximize the caring power of your community.
8. Networking has tremendous value and benefits for helping agencies.
9. Distributed Care Network is the most efficient and effective way to help transform people’s lives.
10. Data-driven decision making is the preferred method for measuring outcomes and impact, and it satisfies funders expectations.

---

Network growth will happen as more and more helping agencies, throughout your community, are willing to cooperate in working together for common good and greater impact.

This is the subject of our next section entitled **Step 4: *Experience the Value of Working Together.***

## Step 4: EXPERIENCE THE VALUE OF WORKING TOGETHER



### Welcome to Step 4

Henry Ford once said:

*“Coming together is a beginning. Keeping together is progress. Working together is success.”*


In this section of our training guide, we will show you how to help your stakeholders, from across your community, to experience the value and benefits of working together.

We will explore how increased cooperation among community stakeholders can pave the way for a commonly shared mission aligned for collective impact.

You will learn how to build a cross-sector Care Collaborative that creates a pathway to sustainable solutions for people in need.

All of this will happen as *new community values* are anchored and become the foundation for a “better together” civic culture.

**STEP 4**



*Experience the Value of Working Together*

**KEY CHALLENGE**  
Learn how to increase cooperation among diverse helping agencies in your community.

**ACTION STEPS**  
Engage stakeholders in catalyst conversations that can drive collective action.

**MEASURABLE RESULTS**  
A "better together" culture will begin to emerge and encourage others to work together.

**Key Challenges:**

*Learn how to increase cooperation among diverse helping agencies in your community.*

**Action Steps:**

*Engage stakeholders in catalyst conversations that can drive collective action.*

**Measurable Results:** *A "better together" culture will begin to emerge and encourage others to work together.*

---

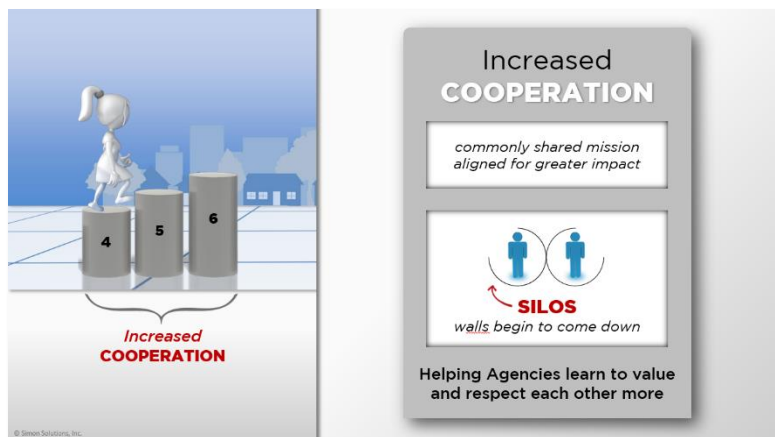
Developing this culture is a **strategic** capacity-building process.

In **Steps 1, 2, and 3**, I showed you important processes for making diverse helping agencies more aware of each other's presence in your community.

This increased communication sets the stage for increased cooperation, which we will now explore in **Steps 4, 5, and 6**.



## The Power of Connect



For now, I want to focus on what it will take to increase the spirit *of cooperation* among helping agencies in your community.

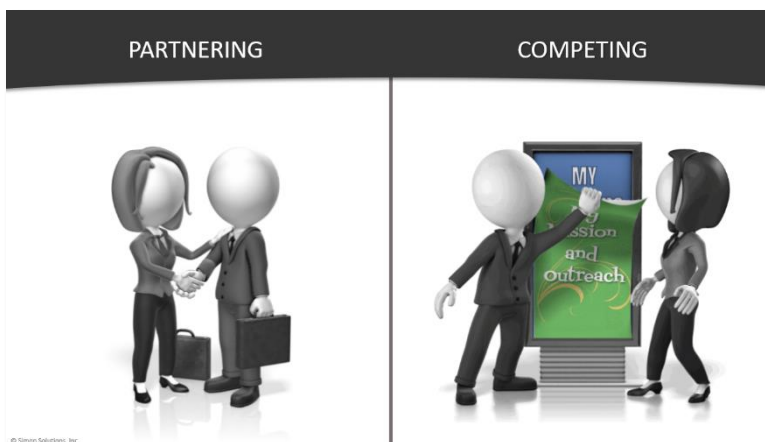
In a “better together” civic culture, increased cooperation can be defined as a commonly shared mission, aligned for greater impact.

As helping agencies begin to see the value of increased connectivity and communication, these can set the stage for increased cooperation. Agencies begin to value and respect each other more as silo walls, supported by isolated practices, begin to come down.

Our technology tools enable agencies to engage with one another in a **non-competing** and **interactive environment** with mutual benefits.

Agencies realize that sharing information with each other does not mean that they give up their individuality, autonomy, or unique missions.

Instead, they quickly learn that shared information and the ability to refer clients to other agencies complements one another.



They also begin to see the potential of aligning their unique strengths and partnering together to address community challenges with more effectiveness and success.

They also realize that each agency, regardless of its mission, can do its part to contribute to a successful approach to comprehensive coordinated care.

***This can easily happen with a “spirit of cooperation” at work throughout a community.***

## The Power of Connect



You may be thinking that getting your whole community to work together is impossible.

I know, from experience, that working with different people from different organizations is a challenge.

It can be a lot like “herding cats.” I think you will enjoy this short video that I found on the Internet.

Many years ago, I was traveling through a state and saw a billboard that really caught my eye. At first, I thought it was a mistake; but after thinking about it, I realized it was a profound truth.



We probably should take a moment and think about what this billboard said, “**United we fall; divided we stand.**” I mentioned in an earlier session that most communities in America are plagued with so much fragmentation, isolation, and self-interest.

This can be detrimental to transforming people’s lives and building vibrant healthy communities.

***So, what is at stake — if we allow these problems to dominate our community’s civic culture?***



We can all be thankful for the research conducted by FSG Consulting which led to discoveries about collective impact. I encourage you to read the articles in the Stanford Social Innovation Review.

Their comparison of *isolated* and *collective impact* can be very useful in designing a community-focused approach to transforming lives and communities.

FSG discovered that *“Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”*

The infographic features a black header with a white quote: “Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.” attributed to John Kania & Mark Kramer. Below the header are two columns. The left column, titled “ISOLATED IMPACT”, lists five bullet points: funders select individual grantees; nonprofits work separately; evaluation isolates individual impact; large scale change depends on scaling a single organization; and corporate/government sectors are disconnected. The right column, titled “COLLECTIVE IMPACT”, lists six bullet points: funders/implementers understand social problems arise from interaction; progress depends on working toward the same goal; large scale impact depends on cross-sector alignment; corporate and government sectors are essential partners; and organizations actively coordinate and share lessons learned. A footer at the bottom left reads: “Channeling Change: Making Collective Impact Work by Fay Hanleybrown, John Kania, & Mark Kramer – Stanford Social Innovation Review”.

**“Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”**  
— John Kania & Mark Kramer

### ISOLATED IMPACT

- Funders select individual grantees that offer the most promising solutions.
- Nonprofits work separately and compete to produce the greatest independent impact.
- Evaluation attempts to isolate a particular organization’s impact.
- Large scale change is assumed to depend on scaling a single organization.
- Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.

### COLLECTIVE IMPACT

- Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
- Progress depends on working toward the same goal and measuring the same things.
- Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
- Corporate and government sectors are essential partners.
- Organizations actively coordinate their actions and share lessons learned.

Channeling Change: Making Collective Impact Work  
by Fay Hanleybrown, John Kania, & Mark Kramer – Stanford Social Innovation Review

In an isolated or fragmented service delivery system:

- *Funders select individual grantees that offer the most promising solutions. But it has become apparent that a small handful of helping agencies in a community cannot keep pace with constantly changing and complex needs of individuals and families. Simply put, no one or two agencies can be all things, to all people.*
- *Nonprofits work separately and compete to produce the greatest independent impact. And they compete for the greatest amount of credibility that gets them the greatest amount of funding.*

- *Evaluation attempts to isolate a particular organization's impact. But this can lead to assumptions, not supported by community metrics, about the real needs in a community.*
- *Large scale change is assumed to depend on scaling a single organization. However, this will not solve the problem of fragmentation among helping agencies, resulting in siloed service gaps.*
- *Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits. This is where increased communication, cooperation, and collaboration can help.*

In a community that strives for increased cooperation and **collective impact**:

- *Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system. Our networking technology is proving to help make this happen.*
- *Progress depends on working toward the same goal and measuring the same things. Now, communities can use "data-driven coordination" to monitor people's progress from crisis to sustainability to abundant living.*
- *Large scale impact depends on increasing cross-sector alignment and learning among many organizations. We are excited that communities across the country are moving in this direction.*
- *Corporate and government sectors are essential partners. Care networking technology has opened the door to these realities.*
- *Organizations actively coordinate their actions and share lessons learned. This leads to cross-sector collaboration that can help communities develop lasting solutions.*

***May I suggest that the bottom line is whether a community wants to just help people survive or thrive.***

If a community wants to help people thrive, then it must create a "better together" civic culture that allows collective impact to emerge.

## A BETTER TOGETHER CULTURE



A **better together** civic culture, especially among helping agencies, can be powerful and productive.

It can empower a spirit of cooperation that can happen at local and regional levels of engagement.

We are amazed how pioneering stakeholders are **innovating** with our

technology and learning how to work *smarter*, rather than *harder*.

Our technology tools help stakeholders increase connectivity throughout their whole community. This is vital to building trusting relationships and increased cooperation, which must be culture-friendly for different helping agencies.

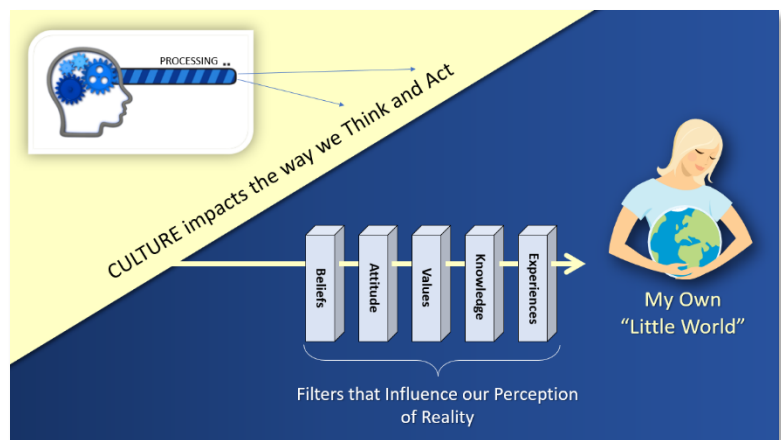
Since 2006, we have learned a lot about diverse cultures that are present in every community. We have learned that culture impacts our way of life and is oftentimes handed down from generation to generation.

It is empowered by our values, beliefs, attitudes, customs, and traditions. These serve as filters that influence our perception of reality.

Culture impacts the way we think and act. It determines what is acceptable or unacceptable.

It influences our opinions; that is, what is *important* or *unimportant*.

What is *right* or *wrong*, or what is *workable* or *impracticable*?



***This can apply to individuals, groups of people, organizations, and the whole community.***

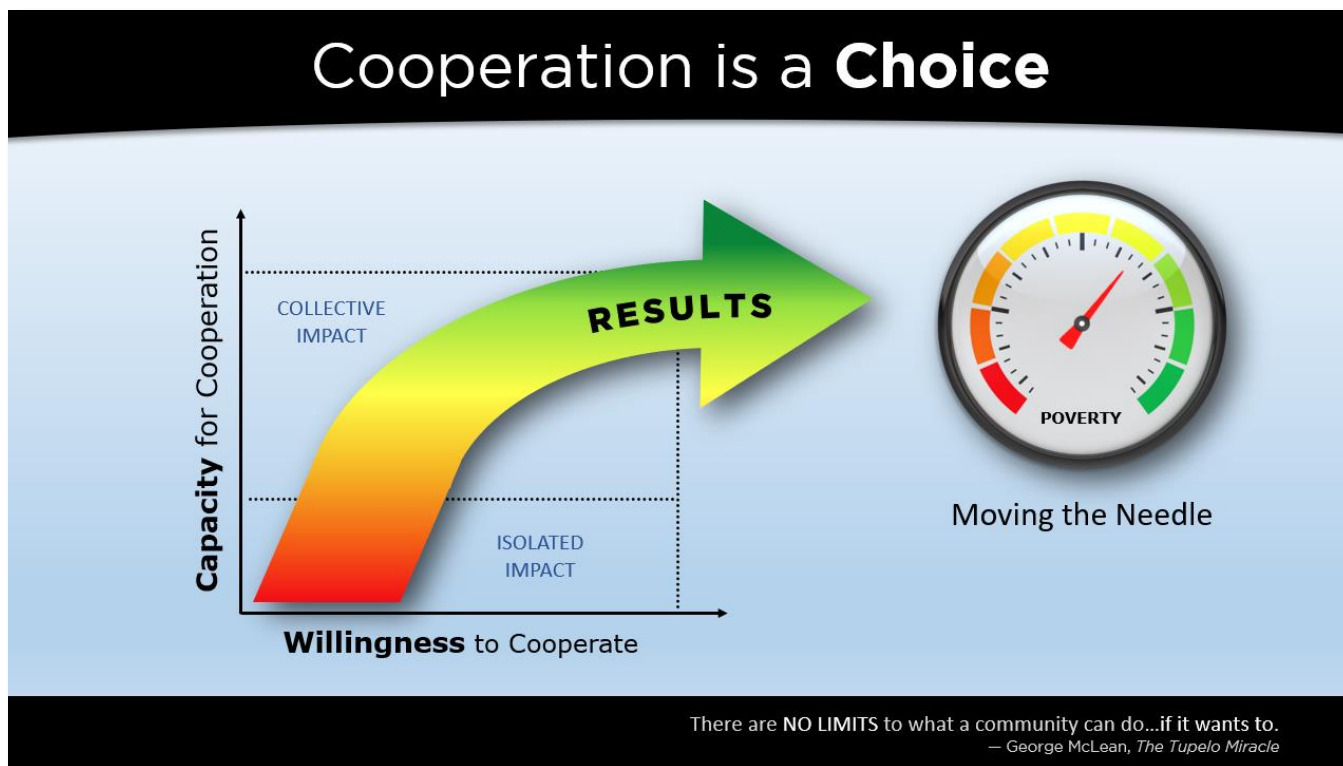
Developing a “better together” civic culture can be a challenge — but it is possible. And we have hundreds of remarkable stories of this happening across the country.

Throughout my many years of involvement with community and faith-based organizations, I have learned that cooperation is a **choice**. It can be defined as the *voluntary action* of autonomous organizations which agree to work together to achieve collective results that will benefit all involved.

We have learned that cooperation is embedded with two components that influence its success and impact. These are a “**willingness**” to cooperation and a “**capacity**” for cooperation.”

**Willingness** deals with the issue of motivation, oftentimes driven by great passion and concern.

**Capacity** deals with the ability to make something happen that maximizes potential and possibilities.



To learn how cooperation can impact strategic planning, I highly recommend *The Performance Factor: Unlocking the Secrets of Teamwork* by Pat MacMillan.

Community stakeholders are learning that cooperation can impact ways of thinking and acting. They are realizing that the isolated impact of individual helping agencies, working separately, will not move the needle of poverty, hunger, and other complex challenges in their community.

This can only happen when agencies build capacity for **collective community impact** which results in large-scale social change.

## TUPELO MODEL (MIRACLE)

This is probably a good opportunity to share with you a real-world example of collective community impact. Tupelo, Mississippi is a thriving testimony that there are *“no limits to what a community can do...if it wants to.”*

These words were spoken by George McLean, a Tupelo community stakeholder, who rallied his entire community to become one of the **greatest economic recovery stories** in American history.

Tupelo is a remarkable model of how to increase cooperation between those who work in *human development* and those who work in *community development*. The results are amazing!



**TUPELO MODEL (miracle)**

**Tupelo, Mississippi**  
(est. pop. = 38, 842)

County seat and largest city of **Lee County, Mississippi**

Famous for being the birthplace of singer/actor **Elvis Presley**



*One of the greatest **ECONOMIC RECOVERY** stories in American history*

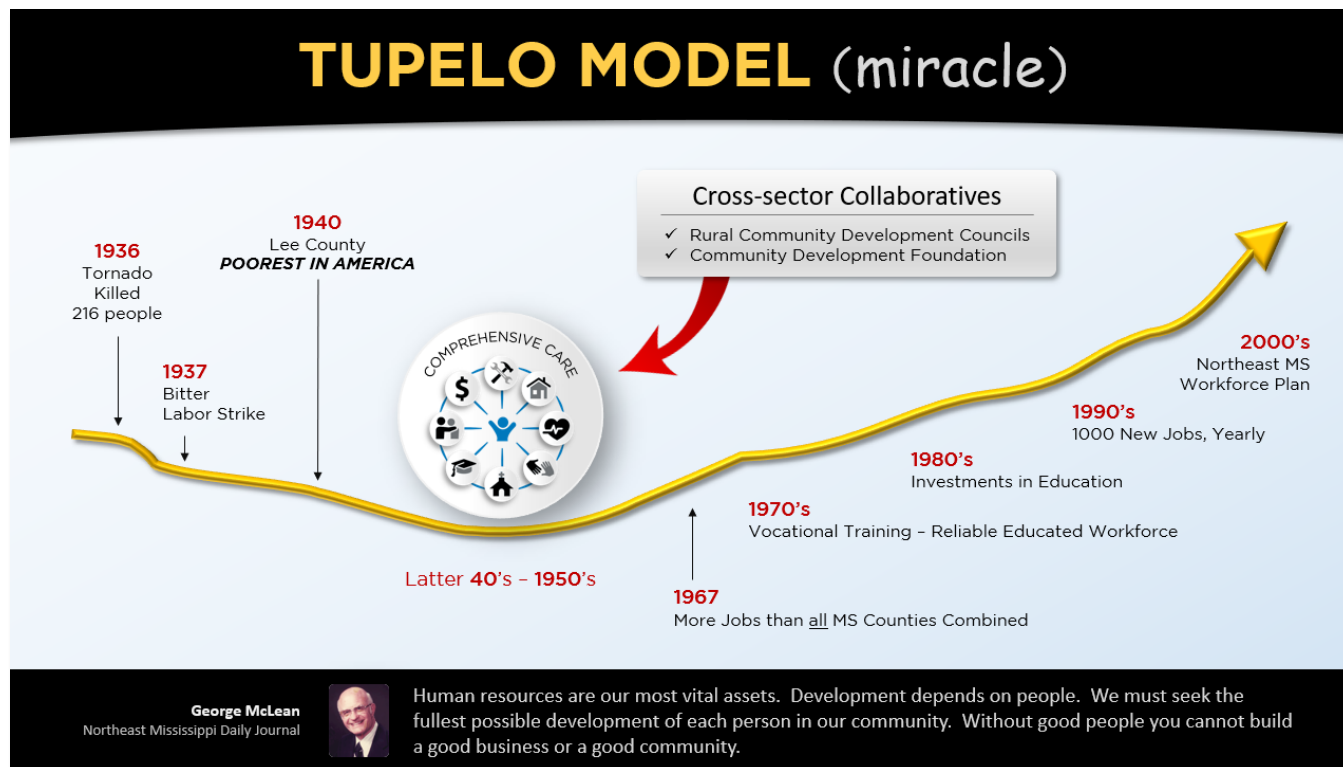
Tupelo is the largest city and county seat of Lee County, Mississippi.

It is famous for being the birthplace of singer/actor Elvis Presley.

During the early 1900's, Tupelo's economy was drastically failing. A 40-year decline in cotton farming left little hope for farmers and their families.

To make matters worse, in 1936 a powerful tornado ripped through Tupelo, killing over 200 people. And then in 1937, a labor strike among textile workers fostered tremendous anger and bitterness in the community.

By 1940, Lee County was considered one of the **poorest counties in America** with no safety net for struggling individuals and families.



During these troubling times, a community stakeholder, full of faith and reason, rose to the occasion. His name was George McLean, an ordained Presbyterian minister and owner of the local newspaper. He was hated by most business owners because of his support for the textile workers during the labor strike.

Despite this, he was able to cast vision for unprecedented human and community development that caught the attention of business leaders in Tupelo.

He suggested that *“human resources are our vital assets.”* And community development depended upon the fullest possible development of each person in our community. Without good people you cannot build a good business or a good community.

He convinced business leaders that investments in the comprehensive well-being of farmers would turn out to be a “win-win” proposition for the local economy.

Based upon extensive research, he suggested that farmers would do better engaging in dairy farming, rather than investing their time and efforts in the dying cotton business. To get started, they needed one prize bull, expertise in artificial insemination, and facilities to launch the program.

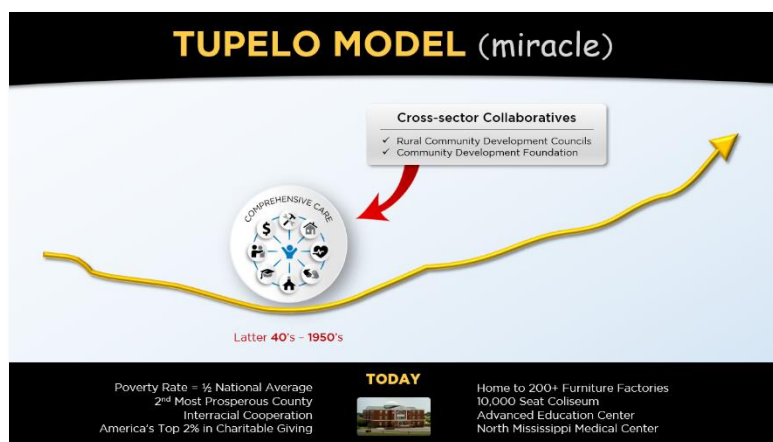


McLean inspired 17 businessmen, appealing to their self-interests, to put up the capital needed to get the ball rolling. And it paid off the first year.

Farmers generated \$1 million dollars in the first year. During the next few years, dairy farming rapidly grew to **\$10 million dollars** per year.

Fueling this growth was *collective community impact* — created by cross-sector collaboratives. Rural Community Development Councils helped meet the everyday needs of farmers, through education, day care, and more.

A new Community Development Foundation aligned the strengths of seven (7) independent economic programs into one (1) empowering resource that benefited everyone in Tupelo.



Systemic change was happening as human and community development partnered together to advance a more comprehensive approach to transforming lives.

This in turn, transformed Tupelo into a vibrant, healthy community.

***In 1967, Lee County produced more jobs than all other Mississippi counties combined.***

During the 1970's, strong emphasis was placed on vocational training and a reliable, educated workforce, rather than cheap labor. This attracted new companies into the area and sparked entrepreneurial enterprise.

In the 1980's, tremendous investments were made in education that combatted literacy and produced hope for a brighter future. In the 1990's, the area consistently generated 1000 new manufacturing jobs each year.

During our new millennium, a Northeast Mississippi Workforce Development Plan, which is a regional collaborative, has developed and is attracting major business opportunities and more jobs.

Today, Tupelo's poverty rate is ½ the national average. But not only combating poverty, Tupelo has made tremendous strides in interracial cooperation despite civil unrest in past years.

Lee County is now the 2<sup>nd</sup> most prosperous county in Mississippi. The Chronicle of Philanthropy ranked Lee County in the top **2% of all U.S. counties** in charitable giving.

Tupelo, and its surrounding area, is home to over 200 furniture factories, most of which are home-grown from local enterprises. Tupelo has a 10,000 seating-capacity coliseum which hosts training for economic development that attracts community stakeholders from around the world.

Tupelo also has an Advanced Education Center and is home to the North Mississippi Medical Center, which is the largest non-urban medical facility in the country.

Let me remind you that Tupelo's economic recovery began with **systemic changes** back in the 1940's and 1950's. This was a time when a *spirit of cooperation* empowered a community to create a "better together" civic culture that made a real and lasting difference.

The Tupelo Model, often called a miracle, utilized **capacity building strategies** to create a civic infrastructure that supports innovation and best practices. Regarding innovation, our networking technology has been at work in Tupelo and the surrounding area for many years.

## CAPACITY BUILDING



Throughout your journey to comprehensive coordinated care, your explorers will be constantly building capacity along the way.

This can take shape in many ways. It can mean making room for new ways of thinking and acting — often called innovation.

Making room for this may include education where helping agencies can learn how to build trusting relationships with each other and increase their cooperation through community partnerships

This education can help organization to learn how to strengthen their skills and performance through developing transformative leadership, successful grant writing, and empowered volunteer management.

This education may also include the awareness and best practice of care networking which can increase their resourcefulness and effectiveness. Capacity building is also about removing obstacles and clearing pathways that foster change, progress, and growth.

**Capacity building** is also about creating new cultural changes that positively impact beliefs, attitudes, and behaviors.



We are often invited to make presentations to community stakeholders in different cities across the country. These are designed to “jump-start” community conversations about creating a *better together* civic culture among helping agencies.

Trusting relationships are the key to developing increased cooperation among helping agencies. As agencies, throughout your community, begin to value and respect each other more, now you are building capacity for a *better together* civic culture.

Also keep in mind that capacity building has mutual benefits for all who invest in this transformative process.

I like what Zig Ziglar once said, “*You can have everything in life you want if you will just help enough other people get what they want.*”

## HUNTSVILLE, ALABAMA



A good example of capacity-building is **Community Connections** in Huntsville, Alabama.

The leaders of a local community foundation host gatherings each month for leaders of helping agencies who are learning the value of cooperation and collective action.

These leaders also coordinate regular training events for our networking

technology. And they engage leaders from the private, public, and social sectors in community conversations about working together. The results are remarkable and a testimony to other communities across the country.

I am personally engaged in what is happening in Huntsville, AL. I was there when they first learned about the value and benefits of care networking. I watched as they started building capacity for a “better together” civic culture by launching their Care Network.

This growing network has connected over two hundred (200) helping agencies that represent several hundred caregivers. The Huntsville Care Network is creating a remarkable *spirit of cooperation* among all community sectors.

Huntsville is fast rising to a new kind of cross-sector dialogue, known as a “community conversation” which you caught a glimpse of in **Step 2**. Charitable and human service organizations are engaged in roundtable discussions. City and County Government are involved. Businesses, like Boeing and Toyota are getting involved. And many community and faith-based leaders are engaged as well.

To capitalize on their *growing spirit of cooperation*, they are building capacity for a powerful guiding coalition of stakeholders. This coalition is known as **Community Connections** — a decentralized network of stakeholders who come from all parts of the community.

***Their role is to discover emerging trends, promote best practices, and develop innovative collaborative solutions for complex community challenges.***

## CARE COLLABORATIVE



Communities need a setting or context where stakeholders can connect, learn from each other, and collaborate for the well-being of everyone in their community. We use the word “Care Collaborative” to describe this community-focused setting.

This can be a powerful catalyst for systemic change if it engages influential stakeholders from the public, private, and social community sectors.

Give people the opportunity to contribute their time, talents, and treasures to a worthwhile cause, and they will gain "ownership" in the vision and mission.

As successful results become apparent, stakeholders feel compelled to invite others to participate as well. This is a powerful motivating factor in getting people involved.



Many communities across the country are leveraging the growth and success of their Care Networks to build capacity for a powerful Care Collaborative of stakeholders from all community sectors. This collaborative is a catalyst for creating a clear, practical, and compelling picture of a desirable future.

Use this collaborative to build favorable consensus for innovative practices and the need for immediate action. It will also create momentum that drives **collective community impact**.



**Care Collaborative Stakeholders**

- Bias for Action
- Vision & Passion
- Credibility & Influence
- Communications Ability
- Servant Leadership Skills

We encourage community stakeholders to strive to build a Care Collaborative with people who others trust and have confidence in.

Look for those who have a bias for action and have vision and passion for helping others.

Find those who have much credibility, influence with others, and good

communication skills. The best collaborative stakeholders are those who have a “servant leadership” heart, driven by compassion for people and their needs.

Do not be surprised where these people might come from. Some will already be involved in important causes, while others may be “waiting in the wings” for just the *right moment* to step forward.

***Find those who can effectively communicate the need for change and collective action.***

Your Care Collaborative will serve as “backbone support” that promotes, and nurtures increased communication and cooperation among helping agencies.

The essential goal of your Care Collaborative is to pave the way for Comprehensive Coordinated Care — opportunity for everyone in your community to achieve a healthier, happier, and a more meaningful life.

***This will happen along as your Care Collaborative constantly strives to be inclusive, agile, and committed for the “long-haul.”***



## The Power of Connect



By ***inclusive*** I mean it resonates with cross-sector representation. It should create points of entry for engagement from many different sectors of your community. They can include:

- **Education** — which includes teachers, trainers, and career counselors.
- **Faith-based organizations** — which include churches and missional organizations.
- **Health & Wellness** — which includes physical, mental, and emotional care providers.
- **Chamber of Commerce & Local Businesses** — which supports productive business development.
- **Government** — which includes elected officials and public safety coordinators.
- **Foundations** — which coordinate endowment funds and corporate funding.
- **Charitable Nonprofits** — which include resource providers and social workers.

- **Community Developers** — which are involved in economic and workforce development.

Your Care Collaborative should also be **agile** in on-going development. It should be able to quickly get up to speed with what matters most in your community. And it should be flexible with plans, actions, and know how to effectively adapt to any situation or challenge, as it arises.



Your Care Collaborative, despite the reality that representatives will come and go, should be **committed** for the “long-haul.”

This is not a sprint, but a marathon that leads to developing “lasting solutions” that future generations can build upon.

As I mentioned before, the activities of your Care Collaborative must be catalytic in nature; that is, not to simply talk about things, but to make things happen. Here are some things that a Care Collaborative can be most effective at doing.

- *Build trusting and partnering relationships among diverse stakeholders who share common interests and engage in mutually beneficial goals.*
- *Develop the common agenda and strategic action framework that clearly defines where they are going and the road map for getting there.*
- *Provide many opportunities and access points for civic participation, especially for those most impacted by initiatives.*
- *Engage in a continuous process of “planning and doing,” grounded in constant evidence-based feedback about what is, or is not, working.*

A graphic with a light blue background. On the left is a circular logo with the text "CARE COLLABORATIVE" and an icon of people sitting around a table. To the right of the logo is a list of four bullet points:

- Build trusting and partnering relationships among different stakeholders.
- Develop a common agenda and strategic action framework.
- Provide many opportunities and access points for civic participation.
- Engage in a continuous process of “planning and doing.”
- Meet regularly to share information, knowledge, and data.

Below the list is a photograph of a group of people sitting around a table in a meeting, with one person standing and presenting.

- *Meet regularly to share information, knowledge, and data that benefits all stakeholders and paves the way for best practices and collaborative solutions.*



I also suggest that your Care Collaborative **not** be a newly created nonprofit in need of staff and funding to sustain its existence.

Invite representatives from all parts of your community, including service providers and recipients as well — those who are most impacted by cross-sector collaboration and decisions.

These should be stakeholders who come to gatherings because they want to. And if funds are needed for breakfast or luncheon, let your community stakeholders or businesses sponsor these activities.

***Although your Care Collaborative must primarily be organic, it will require intentional processes.***

We recommend that a small team of people, with administrative or organizational skills, be created to keep community stakeholders informed and engaged.

We also recommend that this team be trained in developing collective community impact strategies. These are *new* and *essential capacity-building skills* that most people are not familiar with but can learn how to do with education and coaching.

Do not refer to your Care Collaborative as a “committee” which oftentimes sounds like just another meeting for people to attend.

It simply must be known as a **community-wide** task force, coalition, or collaborative of local citizens who truly care about community — its people, potential, and possibilities.



***Your collaborative should spend lots of time building trusting relationships and brainstorming.***

## WHERE TO START?

Care NETWORK



Care COLLABORATIVE



Together, they MAXIMIZE the collective caring power of your community

Most collaboratives start out small and continue to grow over time. We suggest that the initial participants of your Care Collaborative come from those who are actively engaged in growing your Care Network.

Start gathering rich intelligence about diverse helping agencies in your community. Also, identify local community funding sources, like foundations and corporate giving initiatives.

You will probably be very surprised that your research uncovers an abundant, but often unrecognized, wealth of community resources. Oftentimes many services, programs, and opportunities are present in your community, but they are not widely known — because of a lack of public awareness.

Just imagine what would happen if every child, youth, adult, and family were able to quickly find all the resources that they need to help transform their lives.

***The results would be remarkable!***

## SUMMARY

11. Increased cooperation enables every helping agency in your community to become part and parcel of a successful approach to comprehensive coordinated care.
12. Comparing isolated and collective impact is useful for designing a community-focused approach to transforming people’s lives.
13. Cooperation is a choice that is defined as the voluntary action of autonomous organizations, which agree to work together to achieve collective results.
14. Tupelo, MS is a good example of increased cooperation that made it one of the most successful economic recovery stories in American history.
15. A Community Collaborative is a catalyst for creating a clear, practical, and compelling picture of a future that most people want and can make happen.

.....

As you Care Network and Care Collaborative grow, a “better together” culture will begin to emerge. Keep pressing on with your journey. Progress forward with **Step 5**, which is entitled ***Set Up More Basecamps Along the Way.***

## Step 5: SET UP MORE BASECAMPS ALONG THE WAY



### Welcome to Step 5

We continue with our analogy about explorers on a journey to the summit. If you want to be successful in your journey to *comprehensive coordinated care*, then your whole community will need to get involved.


In every sector of your community, you will need to identify stakeholders and helping agencies that are willing to work together. Each sector should have its own context or empowering environment for open dialogue and collaborative planning about things that really matter.

These will be your new basecamps where people can connect and engage in collaboration about the well-being of others in your community. These basecamps will serve as *catalysts* for developing community partnerships and a “better together” culture that drives systemic change.

Once in place, these basecamps will be equipped with innovative and valuable resources for future explorers.



**STEP 5**



*Set Up More Basecamps Along the Way*

**KEY CHALLENGE**  
Jump start and sustain a Care Collaborative that will champion the cause for collective community impact.

**ACTION STEPS**  
Learn how to create Catalyst Gatherings that engage stakeholders with like-minded passion and mission.

**MEASURABLE RESULTS**  
Community stakeholders will connect, learn from each other, and engage in new ways of thinking and acting.

**Key Challenges:**

*Jump start and sustain a Care Collaborative that will champion the cause for collective community impact.*

**Action Steps:**

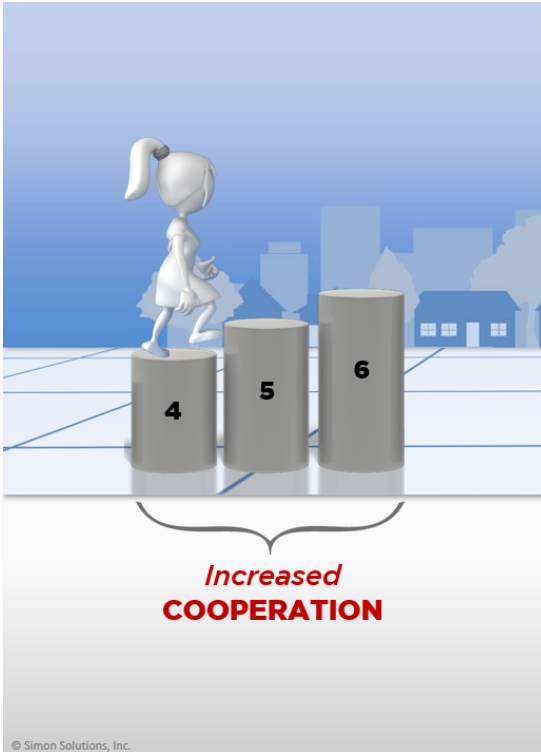
*Learn how to create Catalyst Gatherings that engage stakeholders with like-minded passion and mission.*

**Measurable Results:** *Community stakeholders will connect, learn from each other, and engage in new ways of thinking and acting.*

---


In our last section, you learned that increased cooperation is vital to creating effective community partnerships.

You also learned that increased cooperation helps to bring down walls that separate helping agencies and limit collective community impact.



**Increased COOPERATION**

*commonly shared mission aligned for greater impact*



**SILOS**  
*walls begin to come down*

**Helping Agencies learn to value and respect each other more**

As agencies learn to value and respect each other more, a “spirit of cooperation” can set the stage for a commonly shared mission, aligned for greater impact.

A well-connected Care Network and Care Collaborative are practical ways and clear signs that helping agencies are working together.

***These are essentials for developing comprehensive coordinated care that works.***

Together, they will build consensus for collaboration and maximize the collective caring power of your community.

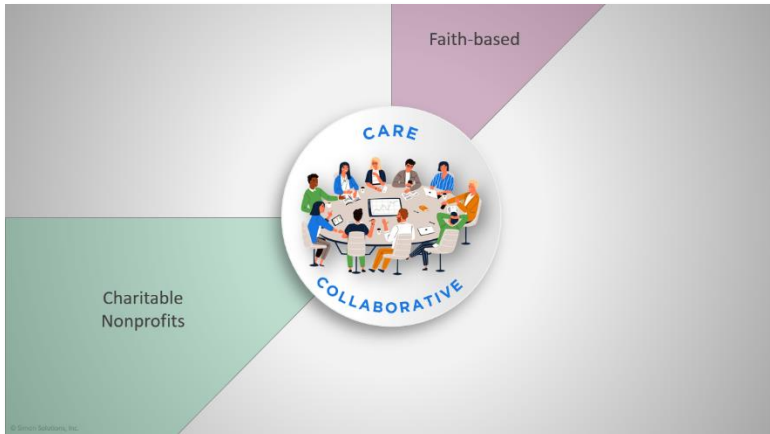


Now, I want to show you how to **jump-start** and **sustain** your Care Collaborative. This cross-sector group of influential stakeholders will champion the cause for comprehensive coordinated care.

This coalition of stakeholders will also build credibility and vision for a clear, practical, and compelling picture of positive changes that will make a difference in your community.

Without this powerful guiding coalition, your hopes for developing comprehensive coordinated care will fall short of expectation and success.

## IF YOU BUILD IT, THEY WILL COME



We have learned that most Care Networks and Care Collaboratives, across the country, start out small with a small number of advocates.

Oftentimes, helping agencies from *charitable nonprofits* and *faith-based organizations* are the ones who “get the ball rolling.”

Be encouraged, as time progresses, the value and benefits of *care networking* will spread across the community by “word of mouth” and social capital. I encourage you with this phrase: “*If you build it, they will come.*”

Creating greater awareness and adoption for a Care Network and Care Collaborative will take months, perhaps years to develop. But you do not have to sit around and wait for some motivating factor to get people involved.

Be proactive and take the advice of George Washington Carver — an American agricultural scientist and inventor. He once said, “*use what you’ve got, to the best of your ability, and do it now.*”



Dr. George Washington Carver was an American scientist, educator, and inventor.  
Photo Courtesy National Archives and Records Administration.

Use what you’ve **GOT**,  
to the **BEST** of your ability,  
and do it **NOW**.

You would be wise not to wait until everything is perfectly in place before moving forward with conversations and plans.



Keep in mind that “*perfect can oftentimes be the enemy of good.*”

Wanting everything to be perfect before moving forward, can sidetrack innovation — creating *doubt* and a *lack of motivation*.

Your journey towards comprehensive coordinate care is transformational.

Most of what you experience along the way will be innovative and require new ways of thinking and acting.

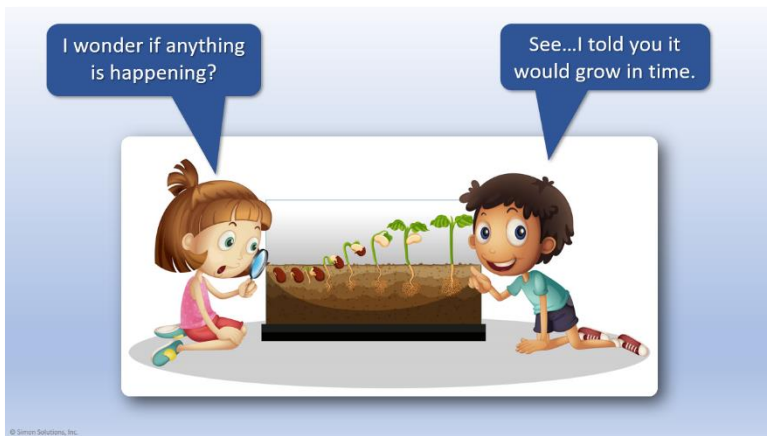
We encourage explorers to treat aspects of your journey as an experiment in change, progress, and growth. There will be much to discover, lessons to learn, and many surprises that will be refreshing and challenging.

Do your best to keep conversations positive about changes that will finally impact poverty, hunger, and other community challenges.

Also, treat every conversation you have with others as a seed planted in a garden — embedded with *hope* and *promise* for a fruitful harvest.

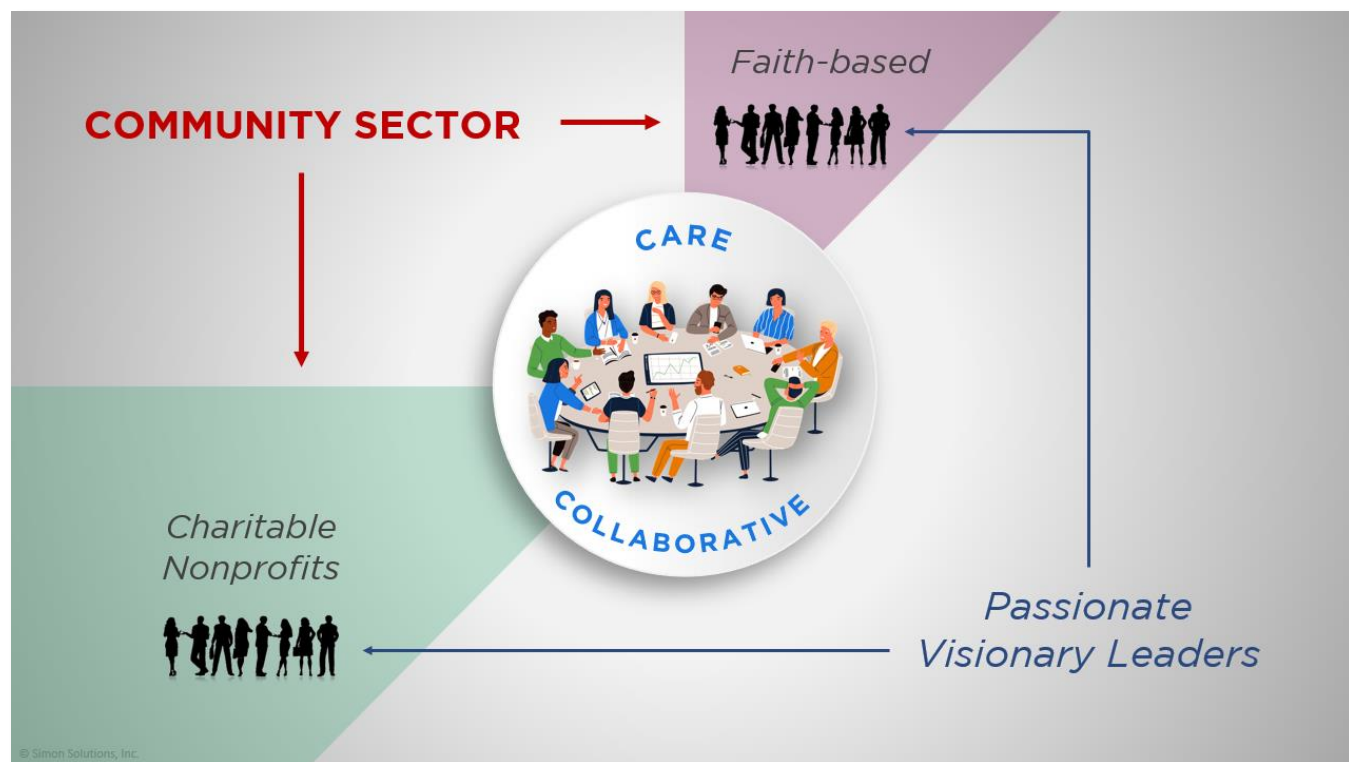
Seeds take time and nurture to break ground and show signs of growth.

Be patient with others who need time to better understand the value and mutual benefits of working together. Building trusting relationships with other stakeholders will calm people’s fears about innovative practices.



A good way to start building capacity for your Care Collaborative is to engage in useful research. Identify helping agencies, from across your community, that could be part of your Care Network and Care Collaborative.

***Start with the ones that are most familiar to you and are passionate about making a difference.***



If you are part of the faith-based community, contact other churches and learn about what programs and services they offer to individuals and families that are facing hardship.

If you are a food pantry, contact other food pantries in your area and discuss ways to work together. Talk to them about shared intake, streamlined workflow, and the chance to *end hunger* in your area.

Do your best to carve out some time in your busy schedule to get to know the leaders, staff, and maybe the volunteers, who serve at other helping agencies.

Engage in meaningful “learning conversations” that ignite passion and energy for community partnerships and collective action.



## The Power of Connect



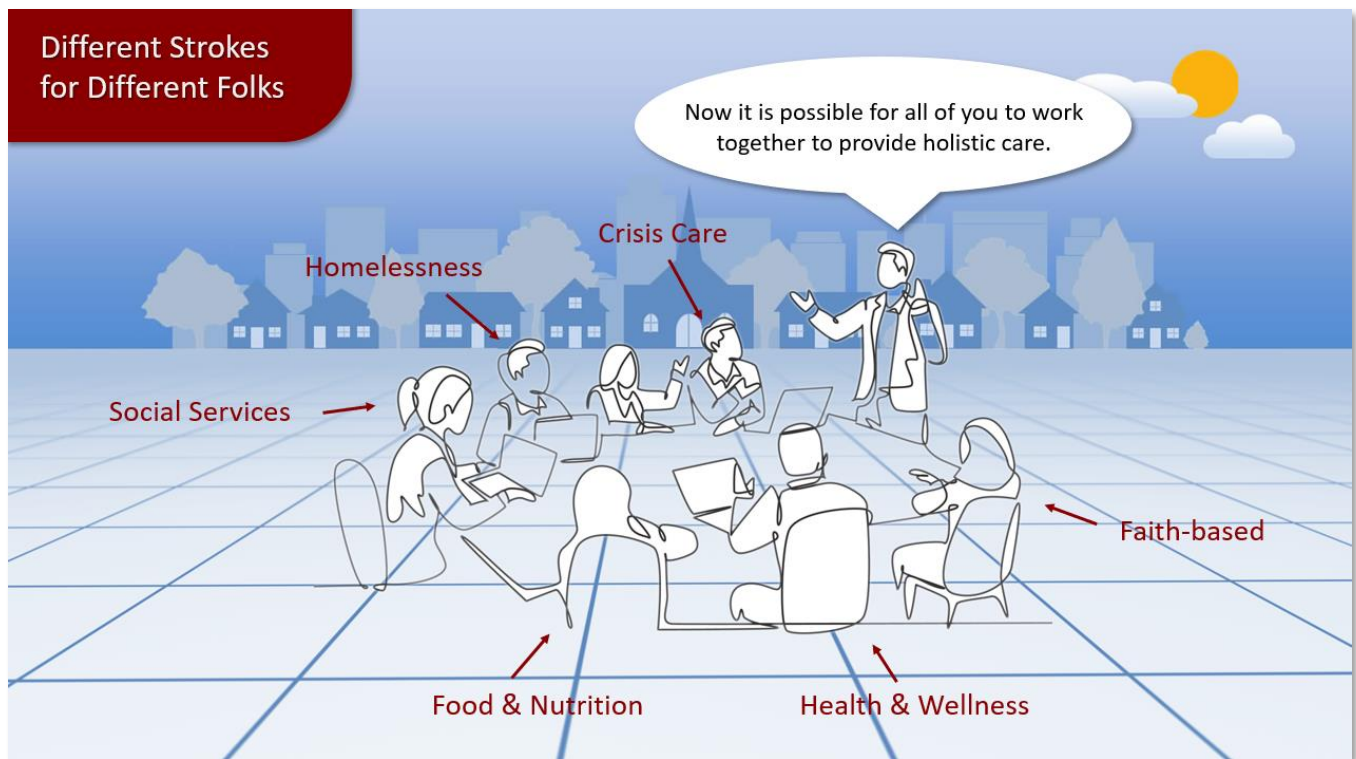
I mentioned earlier that you, and a handful of stakeholders, may be the first to take the lead in your journey towards comprehensive coordinated care.

Rest assured that there are others in your community that share your same passion for helping others and are waiting for a chance to travel with you.

They are waiting for permission to move forward. This permission may simply be a clear, concise, and compelling picture of a promising future that is now possible.

And you, along with your initial team, can be the pioneers that lead the way to a promising future that will encourage others to follow in your footsteps.

John Maxwell, expert in leadership, says: *“A leader is one who knows the way, goes the way, and shows the way.”*





Many times, we have made presentations to community stakeholders and learned that different sectors have a different perspective for helping others. Some are more concerned about crisis care, while others are more concerned about long-term recovery.

Some are more concerned about not being scammed by those who try to take advantage of compassion caregivers, while others believe giving is a virtue and should not be limited. We have also learned that some helping agencies exclusively focus on certain needs, like homelessness or food insecurity.

The graphic features a dark blue header with the text "Community Conversation" in white. To the right is a diagram titled "WORKING TOGETHER" with six icons: "REACH GOALS" (two people with a flag), "SUPPORT" (a hand holding a person), "TEAM SPIRIT" (two people with arms raised), "COLLABORATION" (two people with puzzle pieces), "COMMUNICATION" (two people with speech bubbles), and "EXCHANGE" (two people with arrows). Below the diagram is a photograph of a woman at a podium addressing a diverse group of people seated in a room.

Community Conversation

WORKING TOGETHER

REACH GOALS SUPPORT TEAM SPIRIT COLLABORATION COMMUNICATION EXCHANGE

Opportunity to...

- Connect with others
- Learn from each other
- Engage in collaboration

© Simon Solutions, Inc.

Despite their unique concerns and focus, most helping agencies wanted to be part and parcel of a more comprehensive approach to transforming people’s lives. We encourage you to find influential leaders, in these different community sectors.

Find those who are willing to coordinate informal and formal gatherings where the value and benefits of care networking can be explored from their unique vantage points or interests.

These can happen throughout a year and build capacity for “community conversations” about the social, economic, and healthy well-being of everyone in your community.

Hopefully, these processes will yield a new context for open dialogue about things people really care about, voice their opinions; and then, do something about it.

## So, what's my options?

 <p>Step up and <b>MAKE THINGS HAPPEN.</b></p>	 <p>Sit back and <b>WATCH THINGS HAPPEN.</b></p>	 <p>Wake up one day and say, <b>WHAT HAPPENED?</b></p>
---	---	---

 What we do **TODAY** determines how well our children and grandchildren handle their world **TOMORROW.**

I have learned that there are 3 types of people in the world.

- *There are those who have great vision and step up and **make things happen.***
- *There are those who, for whatever reason, sit back and **watch things happen.***
- *And there are those who wake up one day and say, "**what happened?**"*

In my latter years of life, I have come to the conclusion that what we do today determines how well our children and grandchildren handle their world tomorrow.

***I encourage you to not wait until someone else leads the way in making things happen.***

What would happen if everyone in your community was waiting on others to do something, before they get involved?

## CATALYST GATHERINGS



I encourage you to be proactive and create a *new context* where those who are ready to step up and make things happen can “hang out” with those who share this same passion.

I call this new context: **Catalyst Gatherings**.

These should be designed to jump-start and develop “relational synergism” —

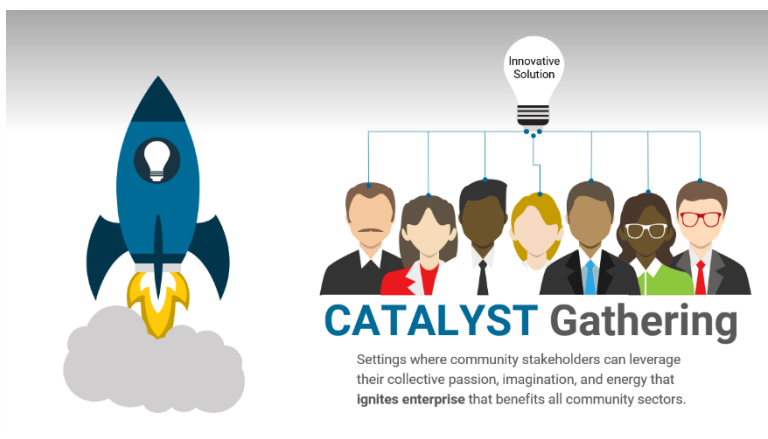
*defined as people working together for greater purposes, realized only through concerted effort.*

By definition, a catalyst is an agent that provokes or speeds significant change or action. We see Catalyst Gatherings as warm and friendly **get-togethers** of innovators, visionary leaders, and civic entrepreneurs who engage in catalytic thinking and behavior.

These gatherings can be “think tanks” or brainstorming environments that launch innovative ideas and lasting solutions that address complex community challenges.

This can happen as civic entrepreneurs are willing to leverage their collective passion, imagination, and energy that can ignite enterprise that benefits all community sectors.

Their knowledge and wisdom can be used to drive **transformative processes** that keep the wheels of progress moving forward.



Out of these gatherings will emerge a constant flow of cross-sector community stakeholders who can serve on your Care Collaborative that represents your whole community.

## COMMUNITY CONNECTORS



Another reason for coordinating Catalyst Gatherings is to identify “**community connectors**” — which I call ambassadors of faith and goodwill.

They can be on staff at nonprofits, churches, or civic organizations.

As I mentioned in **Step 2**, they could be a person who frequently volunteers his

or her time at helping agencies in your community.

A community connector may be serving at an organization as a Community Impact Director, Public Relations Specialist, or Resource Development Consultant.

They may also be executive leaders of civic-minded organizations or an elected official who is very passion about community. They have a special gift or talent for making people feel welcome and valued.

Community Connectors are most effective at building trusting relationships among community stakeholders.

They are also good listeners — able to empathize with helping agency needs and challenges.

They are usually great communicators who can cast vision for the mutual benefits of a “better together” community culture.



On a consulting trip to a city on the East Coast, I had the privilege of seeing a community connector in action. My colleague and I made a presentation to a large group of community and faith-based leaders and government social service providers.

When it came time for open dialogue about cross-sector partnerships, there were mixed comments and emotions. At one point it seemed that the whole conversation was headed in a negative direction, focused more on all the problems for getting people to work together.

To my amazement, a community connector stood up and cordially thanked everyone for their input; but then, shifted the conversation back to reasons why they needed to overcome challenges and find ways to work together.

***Immediately, the whole conversation shifted back to exploring possibilities, rather than problems.***

Informal Catalyst Gatherings are a great place for people to make new friends and build relationships. These can be great social gatherings, but they must be a *“means to an end — not just an end of itself.”*

People must find personal satisfaction and true value in attending these gatherings. They must see that these gatherings are not just for getting people together, just to talk about problems in your community.

These gatherings must transform into purposeful “learning communities” — where people can *connect, learn from each other, and engage* in the development of collaborative solutions.

## Learning Communities



*Where people **connect, learn, and engage.***





Learning communities are a great opportunity for people, who have great passion for “helping others,” to connect with other caregivers, from across their community.

In many communities, these connections have strengthened relationships among helping agencies that produced mutually beneficial, community partnerships.

This dynamic connectivity can also reveal technical advisors or resource people who make themselves available to other helping agencies and your Care Collaborative.

Learning communities can also be a great opportunity for innovative leaders and seasoned practitioners to share best practices, emerging trends, and creative ideas about “helping others.”



Their knowledge and wisdom could help community stakeholders and agencies learn how to sustain and accelerate their mission — making it more efficient, effective, and resourceful.



Learning communities can also be a dynamic setting where all participants can engage in lively discussions about innovative thinking and acting.

And they can be “think tanks” for the development of collaborative lasting solutions.



I know I have introduced you to some terms and language that you may or may not be familiar with. My hopes are to paint a “big picture” look at what needs to happen in order for you to get your whole community involved in maximizing its collective caring power.

We encourage you to set up as many different basecamps as possible in many sectors of your community. This will allow visionary leaders and pioneers to rise to the occasion and make something great happen.

## SUMMARY

16. Basecamps are an analogy for a warm and friendly “new community context.” Here is where stakeholders can meet, get to know each other, and explore innovative thinking and acting that benefits the whole community.
17. Don’t wait for the perfect setting or perfect leaders to get the ball rolling.
18. Use Catalyst Gatherings to jump start and develop *relational synergism* — people working together for greater purpose, realized only through concerted effort.
19. Find Community Connectors that are at work in your public, private, and social sectors.
20. Create learning communities for stakeholders to connect, learn, and engage.

---

As your Care Network and Care Collaborative continue to grow, you will experience the true essence of your journey towards transformation. Be prepared to move ahead with **Step 6**, which is entitled ***Bridge the Gaps that Advance Forward Progress.***

## Step 6: BRIDGE THE GAPS THAT ADVANCE FORWARD PROGRESS



### Welcome to Step 6

In this section of the training guide, I make recommendations as how to “bridge the gaps” that must be dealt with to advance forward progress and transformation.


Your journey towards comprehensive coordinated care is not an event but a strategic and well-orchestrated process that will take time and commitment.

Along the way you will encounter gaps or obstacles. If not dealt with, these gaps will limit or possibly stop the progress of your journey — eventually causing community stakeholders to lose focus and abandon their efforts.

I will share what we are learning about these gaps and how to bridge them with some proven and practical solutions.

These will help stakeholders advance to the summit of *potential* and *possibilities*.

**STEP 6**



*Bridge the Gaps that Advance Forward Progress*

**KEY CHALLENGE**

Be bold and courageous in addressing the obstacles that impede your forward progress.

**ACTION STEPS**

Be tenacious about your advocacy for care networking and its value and benefits.

**MEASURABLE RESULTS**

A clearer path that many stakeholders can move forward on towards comprehensive coordinated care.

**Key Challenges:**

*Be bold and courageous in addressing the obstacles that impede your forward progress.*

**Action Steps:**

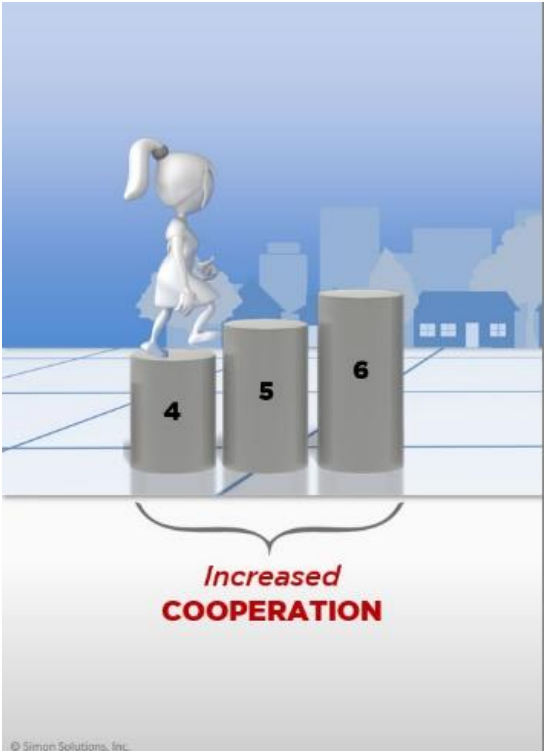
*Be tenacious about your advocacy for care networking and its value and benefits.*

**Measurable Results:** *A clearer path that many stakeholders can move forward on towards comprehensive coordinated care.*

---


**Step 6**, along with **Steps 4** and **5**, are designed to increase cooperation among helping agencies in your community. These are vital in reaching across organizational boundaries and building trusting relationships with other agency staff.

Once you reach **Step 6**, you will notice that the walls that separate organizational silos are coming down and community partnerships are developing.



**Increased COOPERATION**

*commonly shared mission aligned for greater impact*



**SILOS**

*walls begin to come down*

**Helping Agencies learn to value and respect each other more**

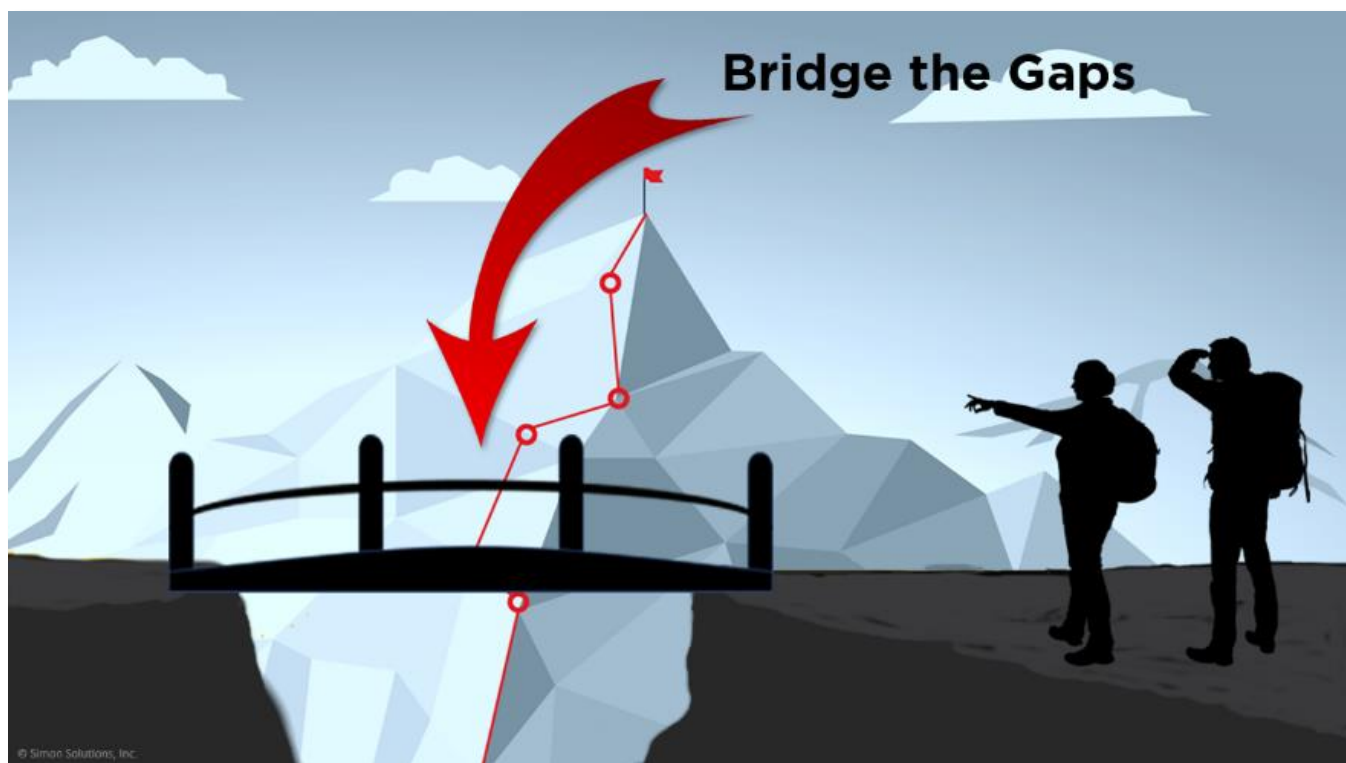
© Simon Solutions, Inc.

Helping agencies will learn to value and respect one another. They will want to work together to help transform people's lives.

Your Care Network will be a clear and compelling *leading indicator* that agencies are connected and engaged. This will demonstrate to other stakeholders that a way is being created that will help all agencies to share the risk and responsibilities of helping others in your community.

This will result in new community partnerships that will optimize your *helping systems*, making them more responsive and resourceful. Many stakeholders' eyes will now be open to the potential and possibilities of care networking.

## TOP TEN GAPS



I want to make you aware of the **Top 10 Gaps** that need to be bridged, so that your journey keeps moving forward. These gaps must, and can, be bridged with hard work and a strong commitment to see things through.

This will take time, perhaps months, or even years to accomplish. Your forward progress will depend upon your ability to build relationships that create sustainable community partnerships.



**Gap #1** is about authentic trusting relationships.

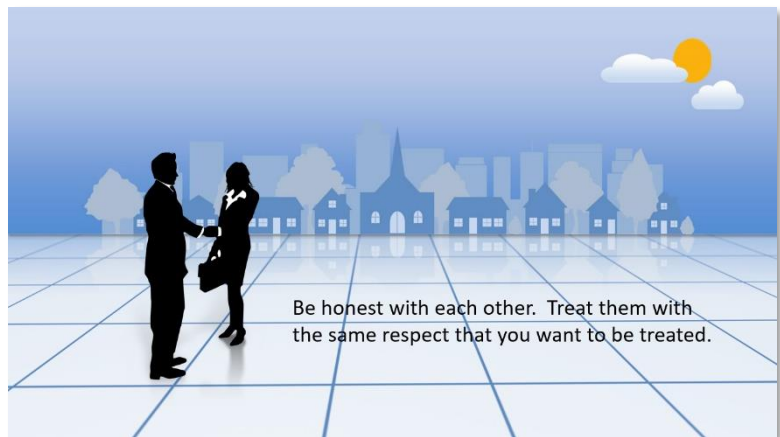
These are the bed rock of building capacity for a “better together” civic culture. Without trusting relationships, you will be limited, if not able, to create or strengthen community partnerships that drive collective action.

We encourage you to take time to really get to know other stakeholders in your community. When you meet with them, treat them with the same respect and compassion as you want to be treated.

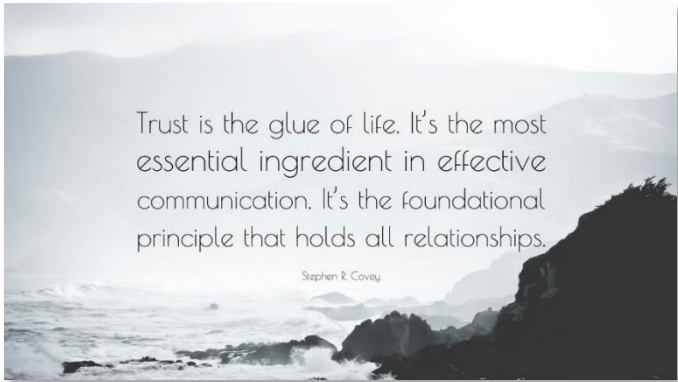
Be open, honest, and truly listen to others. Always tell the truth and keep your word.

A lack of this will cause your *trust account* with others to be drained.

And once it is drained, it is much harder to make deposits to this account.



Never use gossip to build relationships, or people will wonder what you are saying to others about them. Always manage your emotions and do not let pride or a prejudiced attitude get the best of you.



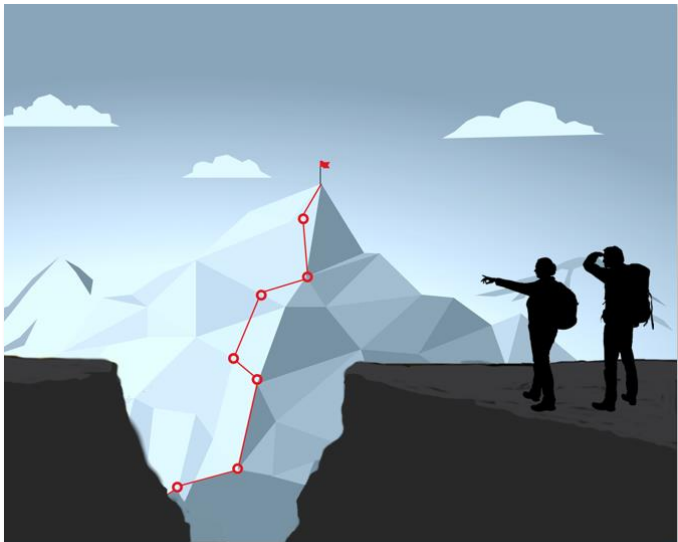
I like what Stephen Covey said about trust.

He said that *“trust is the glue of life. It is the most essential ingredient in effective communication.”*

*It's the foundational principle that holds all relationships.”*

**Gap #2** is a failure to communicate a clear, concise, and compelling vision of possibilities that most people want and will help make happen. I have learned that if people *can see*, they *can be it*.

If you give people an exciting and inviting picture of a worthwhile destination and a simple roadmap to follow, most people will make the journey without hesitation.



Failure to communicate a clear, concise, and compelling **vision** that most people want and will help make happen.

**GAP #2**

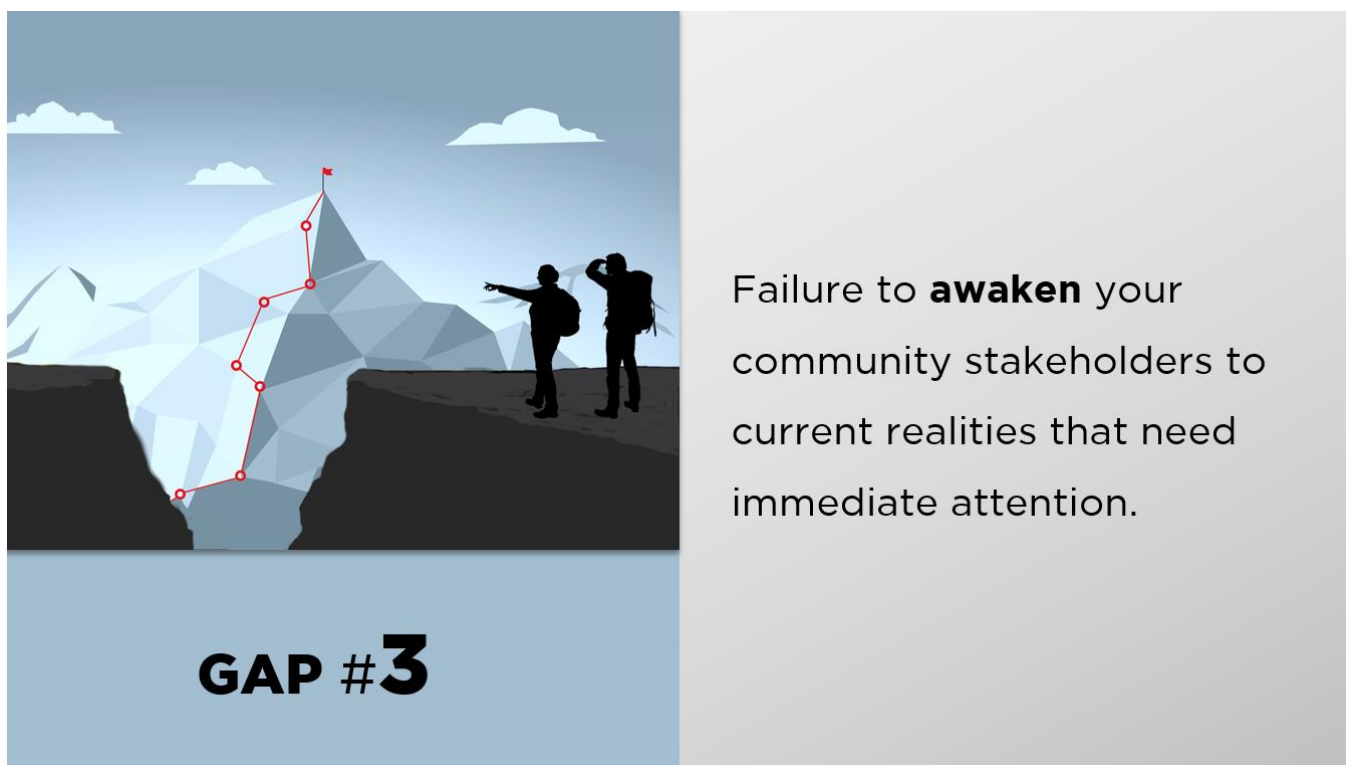




I have been told that *“people don't care what you know, until they know that you care.”*

If people see your passion for helping others and resonate with your sincere concern for agencies' challenges, this builds credibility for your vision and mission.

You can bridge Gap #2 by having a good understanding of the needs of people, the needs of agencies that serve them, and the challenges that impact your whole community.



**Gap #3** is about failure to awaken your community stakeholders to current realities that need immediate attention. When making presentations to community stakeholders, I sometimes present them with research about poverty and hunger in their community.

Some people are shocked and cannot believe that this is happening.

This reminds me of a story I once heard from a community stakeholder who was the executive director of a local food bank.

He told me that he was interviewed by a local newspaper reporter about food insecurity in their community. He told the reporter that the food bank distributed over **1 million pounds** of food to people each year.

# This is not right!

Food distributed is UP,  
and not down.



When the article came out in the newspaper, the food bank executive was shocked. The article reported only half the amount of food distributed.

The food bank executive called the reporter who said that he really did not believe that this enormous amount of food was being distributed in the community. So, he simply adjusted the figures on his own to not alarm people in the community.

The food bank executive got the reporter to print a retraction.

We have learned that most communities struggle at **“waking up their sleeping giants.”** These can be community sectors that have the power and potential for making positive things happen; but for whatever reason, fail to engage in collective community impact.



Lack of **communication** and **cooperation** among diverse helping agencies.

**GAP #4**

**Gap #4** is about a lack of communication and cooperation among diverse helping agencies. As I have mentioned before, most communities are plagued with isolation and fragmentation.


A community stakeholder once told me that, *“Agencies don’t talk to one another in the community, and they don’t know what programs and services are available.”*

Duplication is out of control. Valuable resources are being wasted, and community safety nets have wide gaping holes that allow children, adults, and families to fall through the cracks.

Fortunately, our networking technology has proven successful in addressing this challenge.

One survey showed that duplication was reduced by as much as **91%** and agency budgets realized **18%** in annual savings.

***Now that’s worth taking about.***



**Duplication is out of control.**

Children, youth, and families are falling through the cracks.

© Simon Solutions, Inc.

**Local CHURCHES**

**THE LARGEST REPOSITORY OF...**

- ♥ Caring Power – compassion & mercy
- 👤 Volunteers – people willing to help others
- 🔗 Social Capital – networking
- 👥 Community – a place to belong
- 💰 Giving – charitable contributions

*The Word became flesh and blood and moved into the neighborhood.*  
John 1:14, The Message

Not to pick on any one sector, but the faith-based sector has enormous potential for transforming people’s lives.

I am most familiar with this sector, having worked in it for many years.

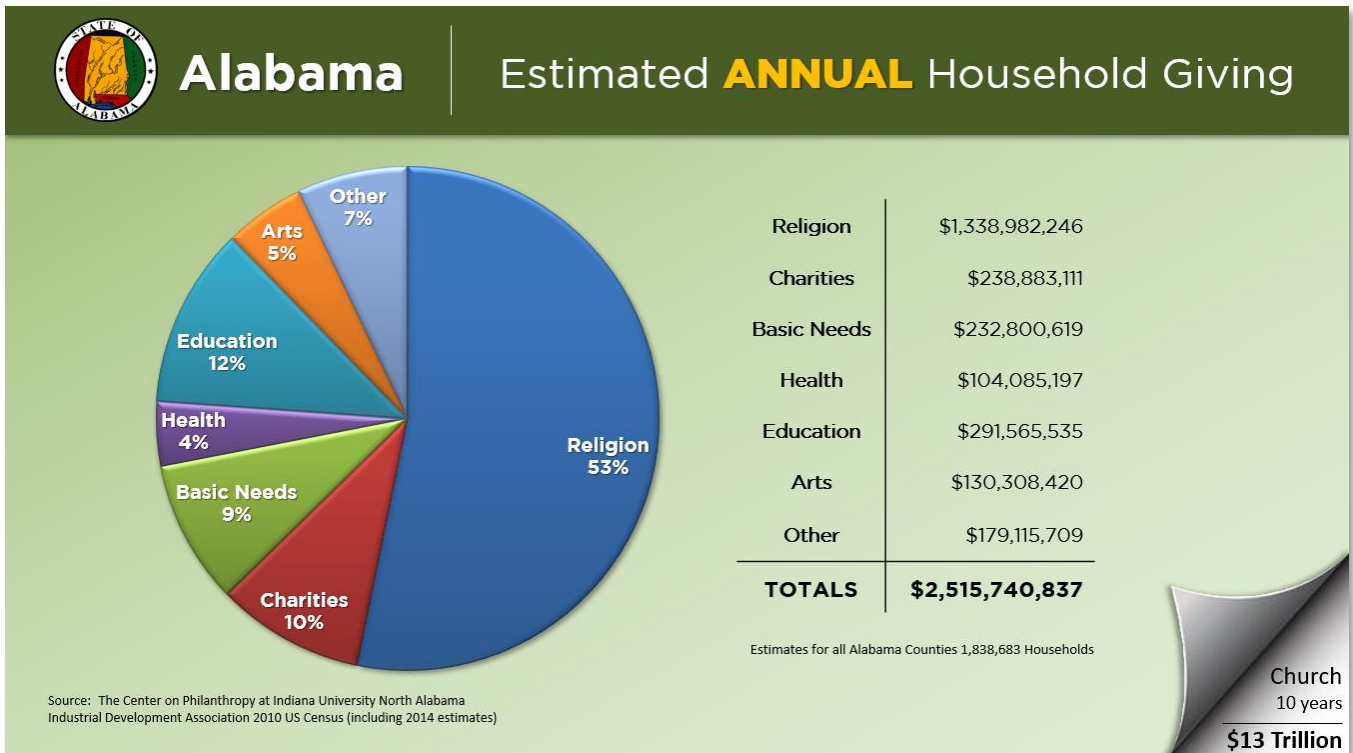
The reality is that churches are the largest repositories of local community resources or assets.

These include Caring Power that is embedded with a tremendous amount of compassion and mercy.

Churches have the *largest volunteer labor force* in most communities. Churches are rich in Social Capital, which makes it easier for people to work together for the common good.

Churches are the largest repositories of *community*, a place for people to belong and experience meaningful relationships.

Churches are the largest repositories of *financial giving* in the form of charitable contributions.



I showed this illustration to a group of ministers one day. They were shocked! They could not believe that so many resources were tied up in Churches across Alabama.

What really got them was that over a 10-year period, **13 trillion dollars** were made available to Churches. Just think what a small percentage of this money could do.

***I do not think we would have problems in addressing poverty and hunger in Alabama, if we really wanted to.***

Just imagine what would happen if all the churches in a community would be a good and friendly neighbor to all households in their neighborhoods. And provide outreach programs and services to all families in the shadow of their steeple.

And then, work collectively with other churches, and helping agencies, to effectively address community challenges. The results would be amazing!

We are encouraged that communities across the country are bridging **Gap #4** by launching Care Networks.

***In many communities, churches are leading these efforts.***

**Local CHURCHES**

 **THE LARGEST REPOSITORY OF...**

- ♥ Caring Power – compassion & mercy
- 👤 Volunteers – people willing to help others
- 🔗 Social Capital – networking
- 👥 Community – a place to belong
- 💰 Giving – charitable contributions

**LIFE-CHANGING Impact Opportunity to...**

- be a good and friendly neighbor.
- provide care for residents in the shadow of their steeple.
- work together with others to address community challenges.

**The Word became flesh and blood and moved into the neighborhood.**  
John 1:14, The Message



**Gap #5** is about failure to get powerful, influential, and well-respected community leaders involved.

These stakeholders have the power to advocate for change and can influence others to get behind the effort. They can be quite effective at “champion the cause” and identifying those who can energize and accelerate the movement.

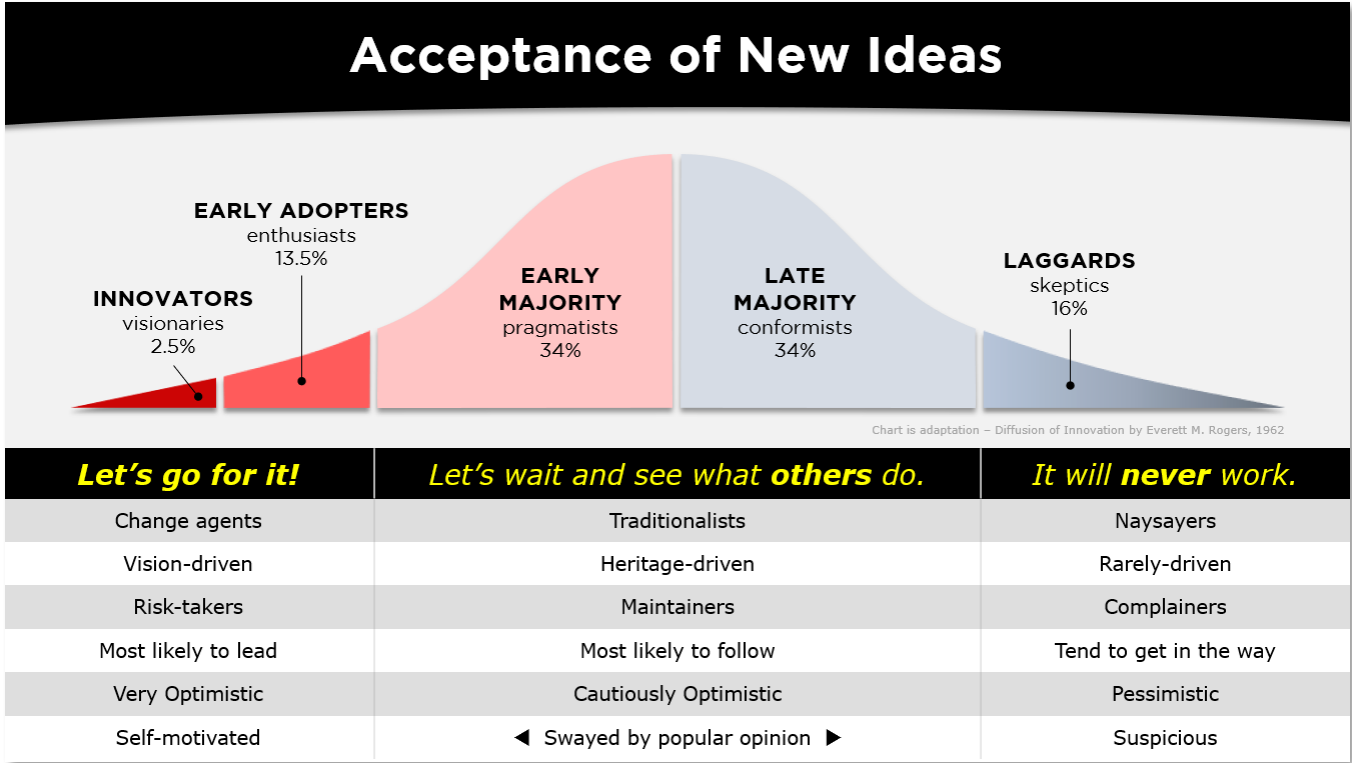
But getting them involved, will require that you prove to them that the risks, responsibilities, and the rewards are well worth the effort.

As I mentioned in **Step #2**, the acceptance of new ideas is perceived in different ways by different people.

Not everyone will instantly grasp what you are saying about your journey towards comprehensive coordinated care.

Innovation or new ideas go through progressive stages of acceptance over time. And, different kinds of people, including their personalities, can impact this acceptance as well.





You will encounter people who will say, “Let’s go for it.” Others will say, “Let’s wait and see what others will do.” And there will be those who say, “It will never work.”

I also mentioned in an earlier session that transformation is an *organic* and *intentional process*. Some things will naturally happen on their own, while other things require strategic planning and self-motivated actions.

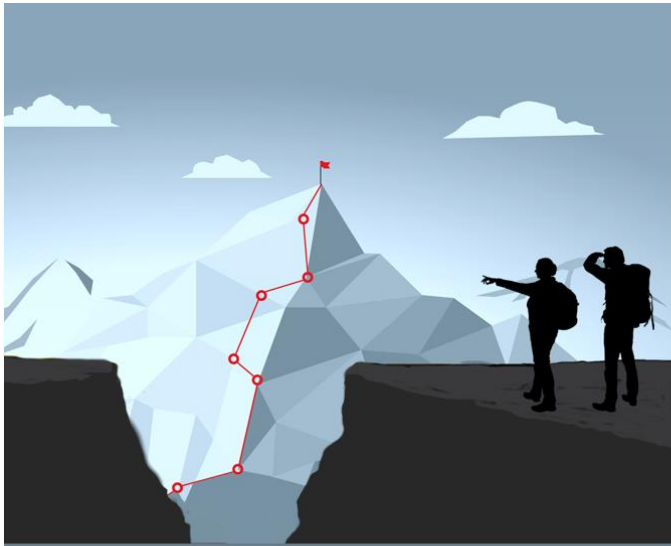
To bridge **Gap #5**, we strongly encourage you to develop an on-going *communication campaign* that reaches across your community.

Coordinate *Catalyst Gatherings* where people can engage in catalyst conversations. Also be

encouraged that many Care Networks, across the country, start out as a “grassroots” movement; and then over time, are adopted at “grass tops” level of engagement.



We are starting to get more and more interest from regional hospitals and city/county governments that want to launch Care Networks in their communities.



## GAP #6

An inability to **remove obstacles** that stand in the way of forward progress.

**Gap #6** is about an inability to remove obstacles that stand in the way of forward progress.

One of these is the **fear of change**. Do not get discouraged by encounters with people who are uncomfortable with change.

Some people cling hard to their habits and routines. Others fear that change will undermine their control of situations or diminish their authority, power, or stature.

People must be assured that they are not losing their autonomy and can keep pursuing their own special interests and mission; while at the same time, creating community partnerships with others with shared interests.

Another obstacle is outdated traditions and a heavy grasp on “status quo” — which says, “*We have never done it that way before.*” Or “*why fix it, if it ain’t broken?*”

These can block innovative thinking and acting. We encourage you to treat your steps toward transformation as experiments in **change, progress, and growth**.

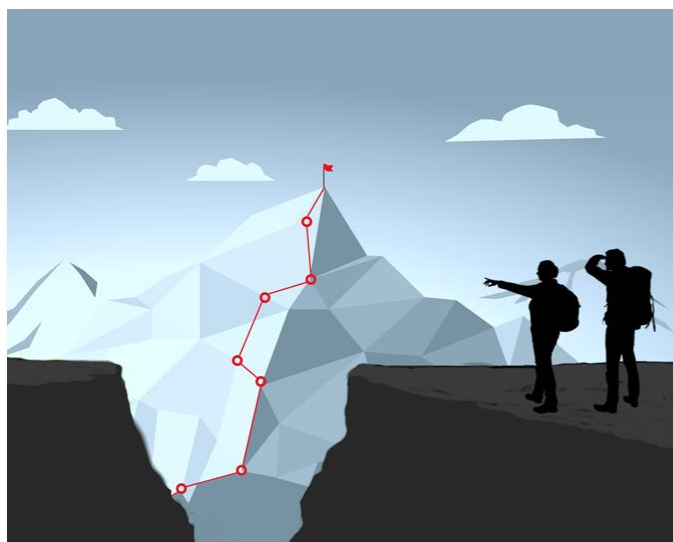
Threat Your Steps Toward Transformation as Experiments



This will help to not back people into a corner — forcing them to react unfavorably.

Instead, many will respond with cautious optimism and say, *“I know changes are involved, but I am willing to give them a chance and see what happens.”*

Bridge **Gap #6** with one-on-one warm and friendly conversations or small group presentations which address these concerns and calm people’s fears.



An inability to **transform** a community’s overall helping system from a social service to a social change model.

**GAP #7**

**Gap #7** is about an inability to transform a community’s overall helping system from a social service to a social change model.

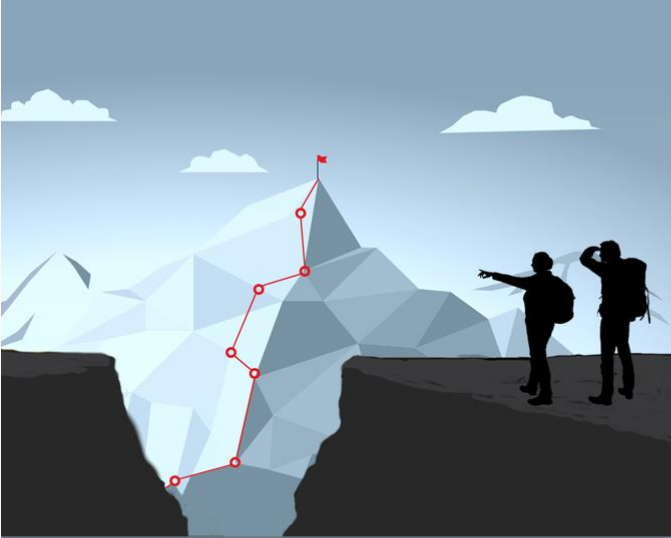
***Communities plagued by fragmentation and siloed service gaps will have a hard time trying to “move the needle” on complex community challenges.***

A **social service model** is a *single-focused* and *isolated approach* to “helping others.” This model often lacks the resourceful and holistic investments, plus meaningful caregiving, that are needed to transform people’s lives.

A **social change model** is made effective by a *community-focused approach* to “helping others” — where all helping agencies, regardless of resources, can be part and parcel of comprehensive coordinated care.

***A social change model can be implemented with great success — but only if the whole community is willing to get involved and make it happen.***

Bridge **Gap #7** by launching and growing a Care Network; in addition, develop a powerful Care Collaborative that maximizes the collective caring power of your community.



A lack of **strategic** “planning the work;” and then, “working the plan.”

**GAP #8**

**Gap #8** is about a lack of strategic “*planning the work;*” and then, “*working the plan.*”

It is also about community stakeholders failing to take time to be open and honest as to why things are not working.

Wishing and hoping that things will happen is a lot different than putting into place strategic plans that make things happen.

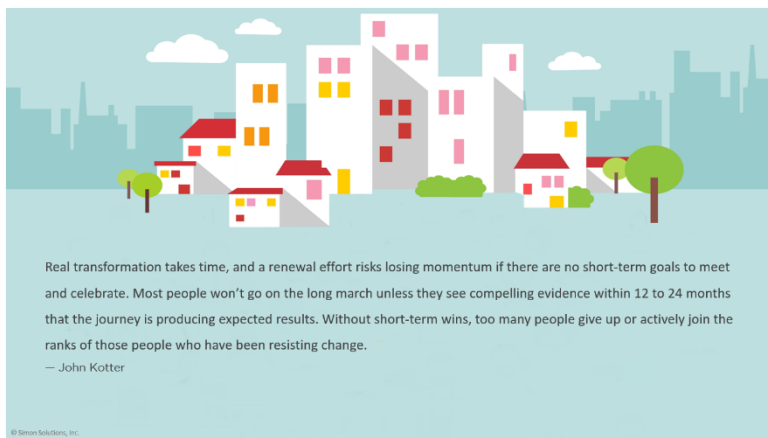
Transformation usually fails when stakeholders are more comfortable *thinking* and *talking*, rather than constantly **planning** and **doing**.

John Kotter, an expert in change management suggests:

*“Real transformation takes time, and a renewal effort risks losing momentum if there are no short-term goals to meet and celebrate.*

*Most people won’t go on the long march unless they see compelling evidence within 12 to 24 months that the journey is producing expected results.*

*Without short-term wins, too many people give up or actively join the ranks of those people who have been resisting change.”*



When you first launch your Care Network, make sure you get as many community stakeholders as possible and helping agencies involved in 12 to 24 months.

Be tenacious about reaching out to helping agencies in different community sectors. Be diligent about pursuing financial resources that support your “communication campaign” and your ability to coordinate “Catalyst Gatherings.”

***Simply put, keep planning and doing.***

If you feel like this is too much for you alone to manage, then enlist the support of friends, co-workers, or volunteers from other helping agencies to accomplish your commonly shared goals and objectives.

You would be surprised by the number of stakeholders who are willing to get involved and partner in helping others in your community.



Failure to create an **empowering context** where people can connect, learn from each, and collaborate for the well-being of others.

**Gap #9** is about failing to create an empowering context where people, especially innovators, can connect, learn from each other, and collaborate for the well-being of others.

Most communities have little or no place for change agents or visionary leaders to get together and develop hopes and dreams. I remind you that in this context, conversations are less about “*what’s wrong, and how do we fix it?*” — and more about “*what’s possible, and who cares enough to act?*”

Bridge **Gap #9** by orchestrating *Catalyst Gatherings* and *Learning Communities*. I like what Dr. Melba Maggay suggests:



*Sociologists tell us that it takes only **five percent** of a country’s population to turn society around and put it back on course. Social renewal begins when a strategic minority hears the call of a new order, catches a vision of what is possible and gives their all to the birth of a coming world.*

— Melba Padilla Maggay – *Transforming Society*

Melba Padilla Maggay is an educator, social anthropologist, and author of *Transforming Society*. Dr. Maggay travels widely and has had cross-cultural experience in over 40 countries in Asia and Australia, North and Latin America, Western and Eastern Europe, the Middle East and Africa.

© Simon Solutions, Inc.

*“Sociologists tell us that it takes only five percent of a country’s population to turn society around and put it back on course.*

*Social renewal begins when a strategic minority hears the call of a new order, catches a vision of what is possible and gives their all to the birth of a coming world.”*



A new revolutionary movement of innovative caregivers is happening across the country. New best practices are now being developed that can transform lives and communities. This can happen in any community where those who “help others” will simply work together and strive for collective community impact.



Failure to create a “**better together**” civic culture that invites broader community engagement, supports innovation, and allows collective community impact to emerge.

**Gap #10** is about failure to create a “better together” civic culture that invites broader community engagement, supports innovation, and allows collective community impact to emerge.

Most stakeholders are deeply entrenched in the everyday hustle and bustle of their own organizations. They seemingly don’t have time to take on new initiatives or investigate new ideas.

You will have to do your best to convince them of the *sense of urgency* for the needs of children, adults, and families in your community — and the need for *immediate action*.

Your growing Care Network and Care Collaborative will be tangible evidence for advancing the cause for a “better together” community, which must be kept alive and active.

Rich Harwood, the President of the [Harwood Institute for Public Innovation](#) suggests:



*Understanding and strengthening a community's civic culture is as important to collective efforts as using data, metrics and measuring outcomes.*

*A weak civic culture undermines the best intentions and the most rigorous of analyses and plans.*

*For change to happen, trust and community ownership must form, people need to engage with one another, and we need to create the right underlying conditions and capabilities for change to take root and spread.*

You can bridge **Gap #10** by progressively taking each step that leads to the development of a new **Catalytic Infrastructure** that supports transformation and stands the test of time.



May I suggest that a “better together” civic culture will profoundly impact people’s lives and your community. And you might end up writing new and exciting chapters in your community’s history.

## SUMMARY

1. There are 10 Gaps that need to be bridged, so that your journey keeps moving forward.
2. Failure to bridge these gaps will undermine your strategic plans and slow your transformative processes that drive systemic change.
3. You must communicate a clear, concise, and compelling vision of possibilities that most people want and will help make happen.
4. Treat every step towards transformation as an experiment that focuses on what needs to be preserved, changed, or created.
5. You will need to build capacity for a “New Catalytic Infrastructure” that supports transformation and stands the test of time.

---

It is now time to take the next step. Use the growth of your Care Network and Care Collaborative as a catalyst for systemic change, across your community. Move forward with **Step 7: *Map Out Successful Pathways to the Summit.***

## Step 7: MAP OUT SUCCESSFUL PATHWAYS TO THE SUMMIT



### Welcome to Step 7

In this section, I want to show you how community stakeholders can collectively work together to map out a successful path to comprehensive coordinate care.

By now, you should have engaged many community stakeholders in catalytic conversations and learning communities.

And you should have in place a Care Collaborative in its early stages of development.

Now, is the time to really shift gears in transformative processes — from increased cooperation to cross-sector collaboration.

This is when knowledge-sharing and collective wisdom can pave the way to unprecedented systemic change and collective community impact.

**STEP 7**



*Collectively Coordinate Successful Pathways to the Summit*

**KEY CHALLENGE**

Use the growth of your Care Network and Care Collaborative as catalysts for systemic change, across your community.

**ACTION STEPS**

Discover, develop, and deploy transformative processes that pave the way for measurable and lasting positive results.

**MEASURABLE RESULTS**

A cross-sector collaborative will emerge that represents many, if not most, community sectors.

**Key Challenges:**

*Use the growth of your Care Network and Care Collaborative as catalysts for systemic change, across your community.*

**Action Steps:**

*Discover, develop, and deploy transformative processes that pave the way for measurable and lasting positive*

*results.*

**Measurable Results:** *A cross-sector collaborative will emerge that represents many, if not most, community sectors.*

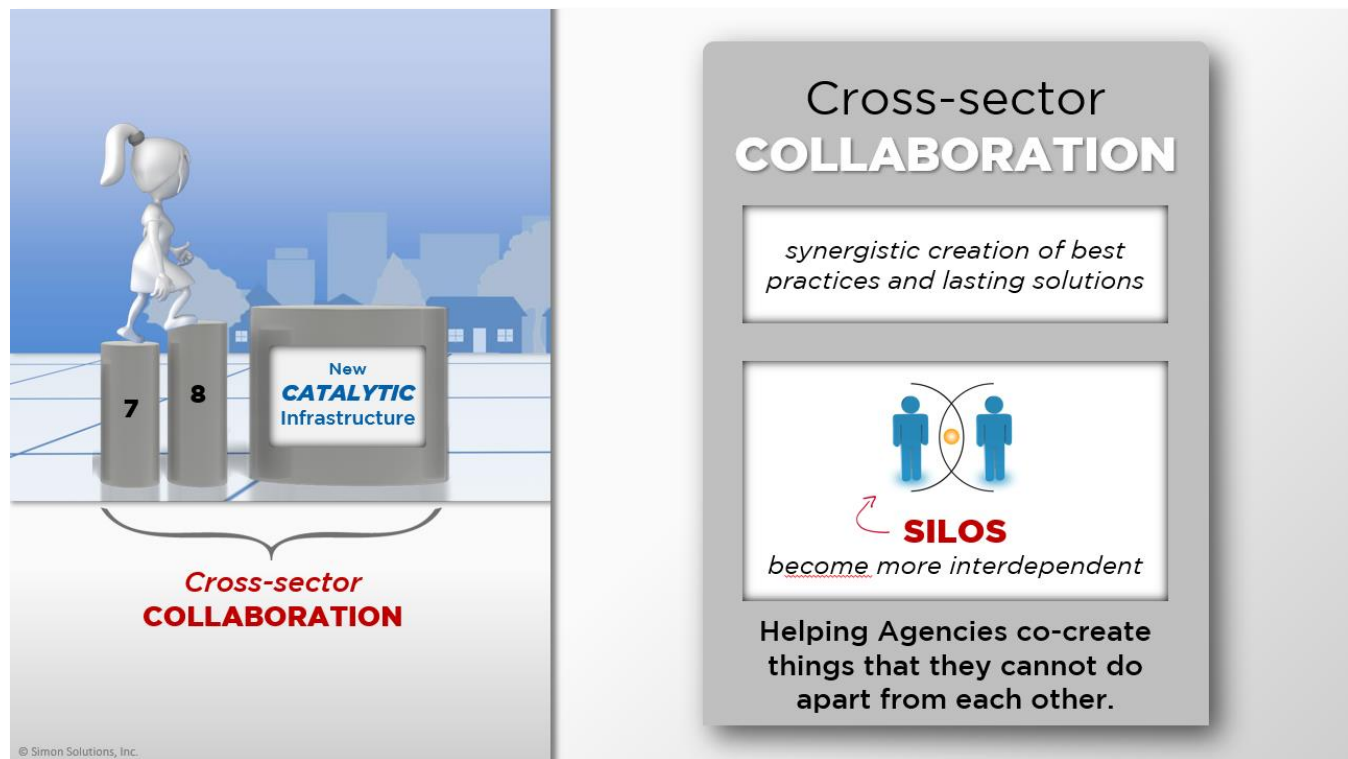
---



As I have mentioned before, developing a “better together” civic culture is not an event but a capacity-building process. In **Steps 1, 2, and 3**, I showed you how important better communication is to simply make helping agencies aware of each other’s presence in a community.

This sets the stage for increased cooperation, which we explored in **Steps 4, 5, and 6.**

And now in **Steps 7 and 8,** I will show you how to increase cross-sector collaboration where lasting solutions can be developed for large-scale social change.



**Steps 7 and 8** are about cross-sector collaboration which is a foundational pillar for a “New Catalytic Infrastructure” — a framework that supports transformation.

This is where helping agencies begin to engage in the synergistic creation of best practices and lasting solutions.

Agencies realize that by working together they can co-create things that they cannot do **apart** from each other.

This is when siloed helping agencies become more **interdependent** with each other and learn to share the risks, responsibilities, and rewards associated with comprehensive coordinated care.



## WHAT IS COLLABORATION?

First, let us look at the powerful and practical purpose of collaboration. Dr. Tom Wolff, renowned expert in collaboration, suggests:



Tom Wolff

Collaboration is not just sitting in a room with a variety of people; it is about creating whole new ways for us to interact with each other. When individuals and systems interact effectively, we can maximize our resources and find solutions to seemingly intractable problems. Collaborative processes have the potential for creating revolutionary changes in our communities and in our world.

Tom Wolff, Ph.D. is a nationally recognized consultant on coalition building and community development, with over 30 years' experience training and consulting with individuals, organizations and communities across North America. Tom is President of Tom Wolff & Associates in Amherst, MA. He is the author of *The Power of The Power of Collaborative Solutions – Six principles and effective tools for building health communities*.

© Siman Solutions, Inc.

*“Collaboration is not just sitting in a room with a variety of people; it is about creating whole new ways for us to interact with each other.*

*When individuals and systems interact effectively, we can maximize our resources and find solutions to seemingly intractable problems.*

*Collaborative processes have the potential for creating revolutionary changes in our communities and in our world.”*


## SYNERGY

Authentic collaboration is embedded with a transformative catalyst known as **synergy**, which simply means “working together.”

The synergy needed to co-create and empower transformative processes can be commonly described in different ways.

This is when  $1 + 1 = 3$ , or the whole is greater than the sum of its part.

Synergy can happen when the total effect is greater than the sum of individual actions.



**SYNERGY**  
Comes from the Greek word, synergos which means — “working together”

**Commonly described as:**

- $1 + 1 = 3$
- The whole is greater than the sum of its parts.
- The total effect is greater than the sum of individual actions.

This is **MY** investment into **OUR** collective action.

I like the way Stephen Covey defines synergy as, “*the most catalytic, the most empowering, the most unifying and the most exciting part*” of relationship building and social interactions.

Now, every helping agency throughout a community, can be part of innovative and collaborative best practices — *and the co-creation of lasting solutions.*

***With sincerity, community stakeholders can say: “This is my investment into our collective action.”  
The results can be remarkable.***



One of the most eye-opening and practical examples of synergy happened in the 19<sup>th</sup> Century.

In 1885, the World Series of Mule Team Competition was held in Chicago, Illinois.

The winning team of mules was able to pull 9,000 pounds. The second-place team pulled slightly less.

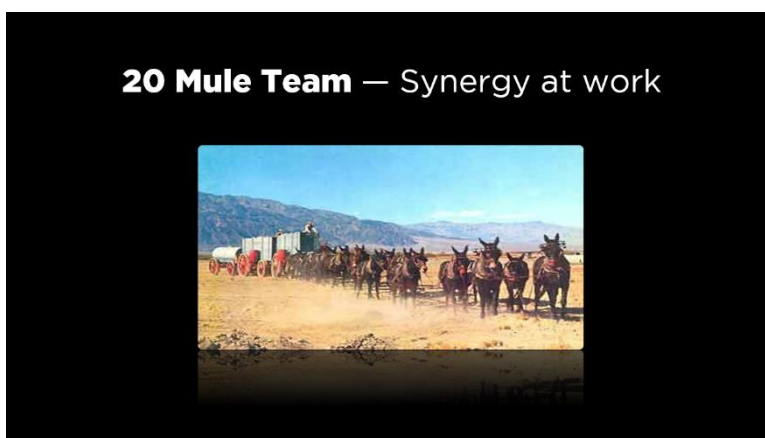
Someone came up with the idea of hitching both the first and second teams to a load to see how much they could pull together. It was assumed that the two teams would pull a little more than the total combined weight.

However, instead of pulling only a little more than 18,000 pounds, together the teams pulled **30,000 pounds!**

A young foreman named Ed Stiles, working the borax deposits in Death Valley, California, took this concept of multiple mule teams and applied it to the arduous task of hauling the loads of borax out of the extreme environment of the California desert.

Stiles noticed that a team of 12 mules was hauling loads twice the size that eight mules could haul.

This set him to thinking and experimenting. Stiles discovered that a 20-mule team pulled **10 tons** — about half the capacity of a modern railroad freight car.



The Pacific Coast Borax Company later used this image of a 20-mule team in marketing their borax as a cleaning agent. The lesson to be learned here is that synergy can produce remarkable and surprising results.

## Orchestra — Synergy at work



Another example of synergy at work is an orchestra. This is where individuals contribute their unique skills and talents to co-create harmonious music.

Here, everyone is “on the same page” of sheet music, and they progressively move forward, carefully guided by the conductor.

The combined members of an orchestra could represent a community. The individuals, each playing a different instrument, could be envisioned as helping agencies. And the conductor could be envisioned as a commonly shared, transformative process that strives for collective community impact.

## RELATIONAL SYNERGISM

Care  
Collaborative



## RELATIONAL Synergism

People working together for **greater purposes**, realized only through concerted effort.

One of my favorite ways to describe collaboration is “**relational synergism**” —where people and organizations are working together for greater purposes, realized only through concerted effort.

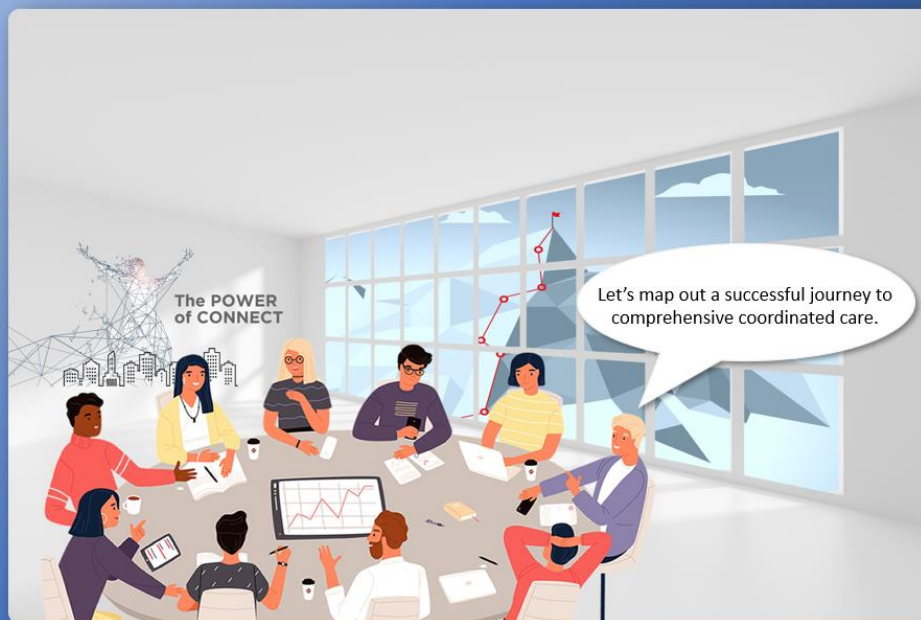
## The Power of Connect

The practical expression of this can be your “Care Collaborative” where knowledge, resources, and relationships can be aligned for common social good.

This is when helping agencies, by working together, are now able to combine their unique strengths and tackle tough community challenges with greater impact.


### **PLAN YOUR WORK. WORK YOU PLAN.**

You will realize the true power, potential, and possibilities of collaboration by building capacities for your Care Collaborative. This is where people and organizations get to experience the **power of connect** that drives collective community impact.



The ultimate goal of your collaborative is to coordinate or map-out a successful journey to comprehensive coordinated care.

This transformation roadmap will make it easier for people in need, and the agencies that support them, to become completely satisfied with the results.



Coming together is a **beginning**,  
staying together is **progress**,  
and working together is **success**.  
— Henry Ford

### SEVEN BASIC QUESTIONS in the Planning Process

1. What do we really want to see happen and why?
2. What's in this for me and us?
3. Where are we at now?
4. What exactly are we going to do?
5. Who will take responsibility for certain activities?
6. How long will it take?
7. How will we know that we've achieved our goals?

The strategic plans and actions of your Care Collaborative will include answering 7 Basic Questions in a “Planning Process.”

We strongly encourage you to not minimize this process and do not be tempted to use shortcuts.

This could sabotage your plans for long-term results.

Important questions that your Care Collaborative should answer include:

#### 1. ***What do we really want to see happen and why?***

You will have many complex challenges to address in your community. These can include poverty, hunger, health disparities, and more — all of which demand and deserve immediate attention.

But the truth is that all of these challenges may seem quite overwhelming to a small group of community stakeholders with a limited number of resources. Therefore, we encourage you to start by finding out what stakeholders **really care about the most**, and then, prioritize your plans and actions.

We have discovered that “caring power” is the secret sauce for getting people motivated and engaged.

#### 2. ***What is in this for me and us?***

Whether this is said “**out loud**” or not, most people want to know if this is something worthwhile for them and merits their personal participation. Community stakeholders who have great passion for helping others and a strong bias for action must quickly discover that other stakeholders, like themselves, are involved in this collective action.

They find no satisfaction sitting around in meetings constantly talking and stressing about problems. They want to discover innovative solutions that will make a real and lasting difference.

3. ***Where are we now?***

This is a realistic evaluation of current practices that should reveal three important realities — what needs to be *preserved, changed, or created?* This can focus on best practices and policies that have been used in your community for many years. Maybe it is time to evaluate their effectiveness.

4. ***What exactly are we going to do?***

This will reveal the practical steps you will take to reach your commonly shared goals and objectives. Strive for consensus and commitment for reaching these goals.

5. ***Who will take responsibility for certain activities?***

This is where a high-performance team comes into play. Each person will simply identify what is **my** part in **our** job. This will involve lots of coordinating needed actions by certain people for reaching strategic goals.

6. ***How long will it take?*** Well, if you are striving to reach the summit of Comprehensive Coordinate Care, this will take many months, perhaps years. But there are some transformative processes that can be put in place within 90 days or a few months.

7. ***How will we know that we have achieved our goals?*** This will be obvious, if you reach the milestones that we have recommended. The results will speak for themselves.

Once community stakeholders commit to work together, you should determine what is the scope of your initiative? Scope defines **vision** — what we can see or envision for our future.

Scope is identified by answering some simple questions:

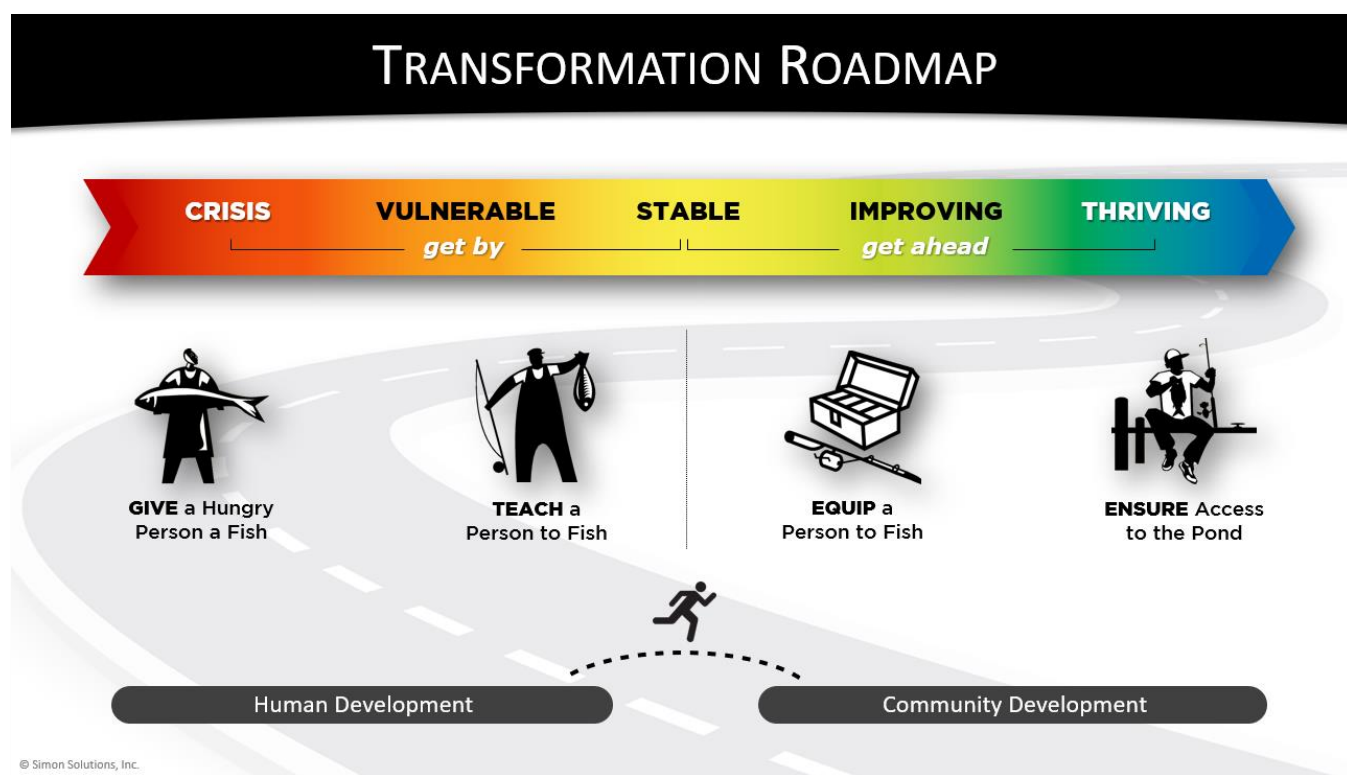
- *Who needs to be involved?*
- *What is our footprint of outreach and impact?*
- *Is it a neighborhood, our whole city, or our county?*

Answering these important questions will help your Care Collaborative to map out “**strategic plans**” for Comprehensive Coordinated Care.



## TRANSFORMATION ROADMAP

I believe this illustration paints an exciting “big picture” of new potentials and possibilities for transforming lives and communities. New and exciting breakthroughs in networking technology, collaboration, and systemic change now make it possible to transform the lives of children, adults, and families.

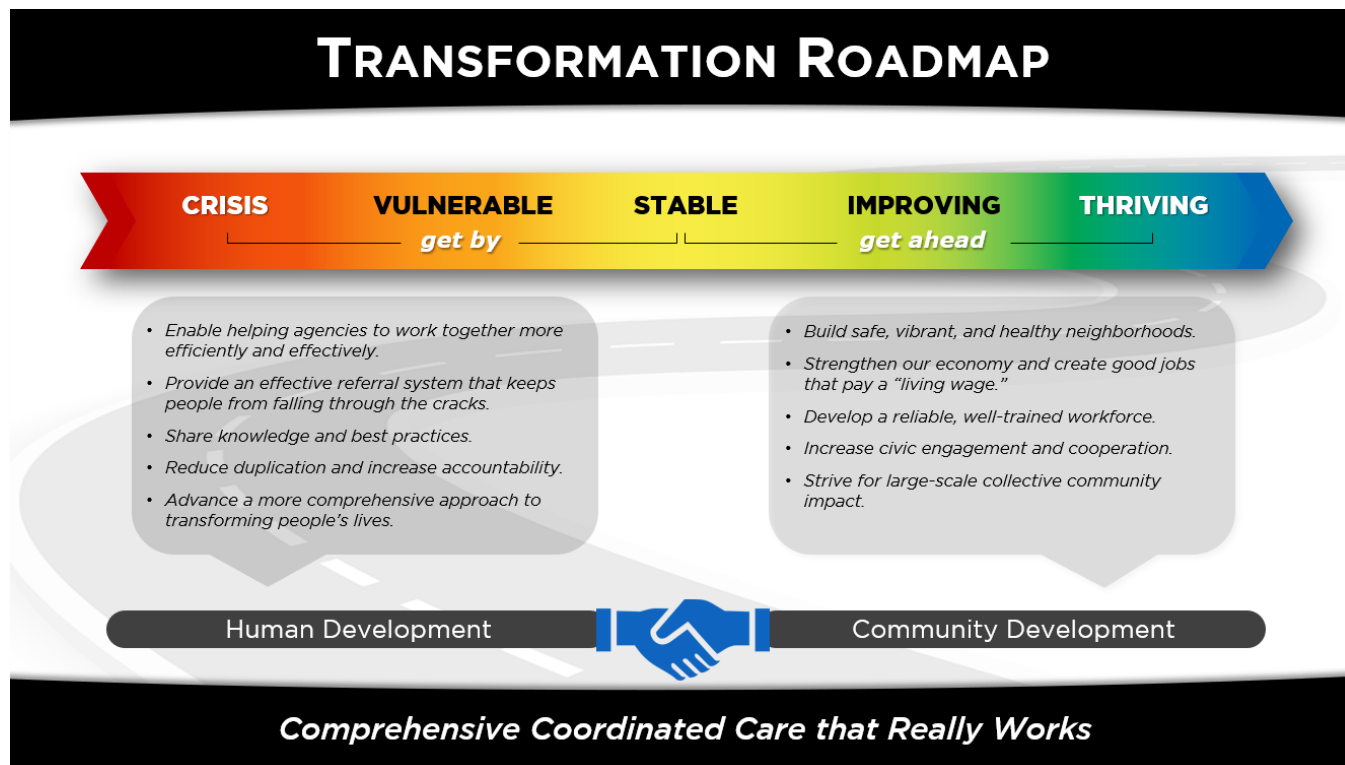


Consider the following phrase, “Give a man a fish, and you feed him for a day. Teach him to fish, and you feed him for a lifetime.”

Most current practices of human development are good at helping people **get by**. But we are learning that this is only *half of the solution* for breaking the poverty cycle in people’s lives.

The other half requires that people be well-equipped with tools and resources, and they have fair access to jobs paying a “living wage.” This may be defined as *the minimum income* necessary for an individual or family to meet their basic needs and live a comfortable lifestyle.

The path to thriving must cross the threshold into community development, where people can **get ahead** to a happier, healthier, and a more meaningful life. Bridging this gap between human and community development could be a lasting solution for *situational* and *generational poverty*.



Now there is hope! Human and community development can partner hand-in-hand to provide comprehensive coordinated care that really works. And paves the way for people to find the information and resources that they need.

**Human development can do its part to...**

- *Enable helping agencies to work together more efficiently and effectively.*
- *Provide an effective referral system that keeps people from falling through the cracks.*
- *Share knowledge and best practices.*
- *Reduce duplication and increase accountability.*
- *Advance a more comprehensive approach to transforming people's lives.*

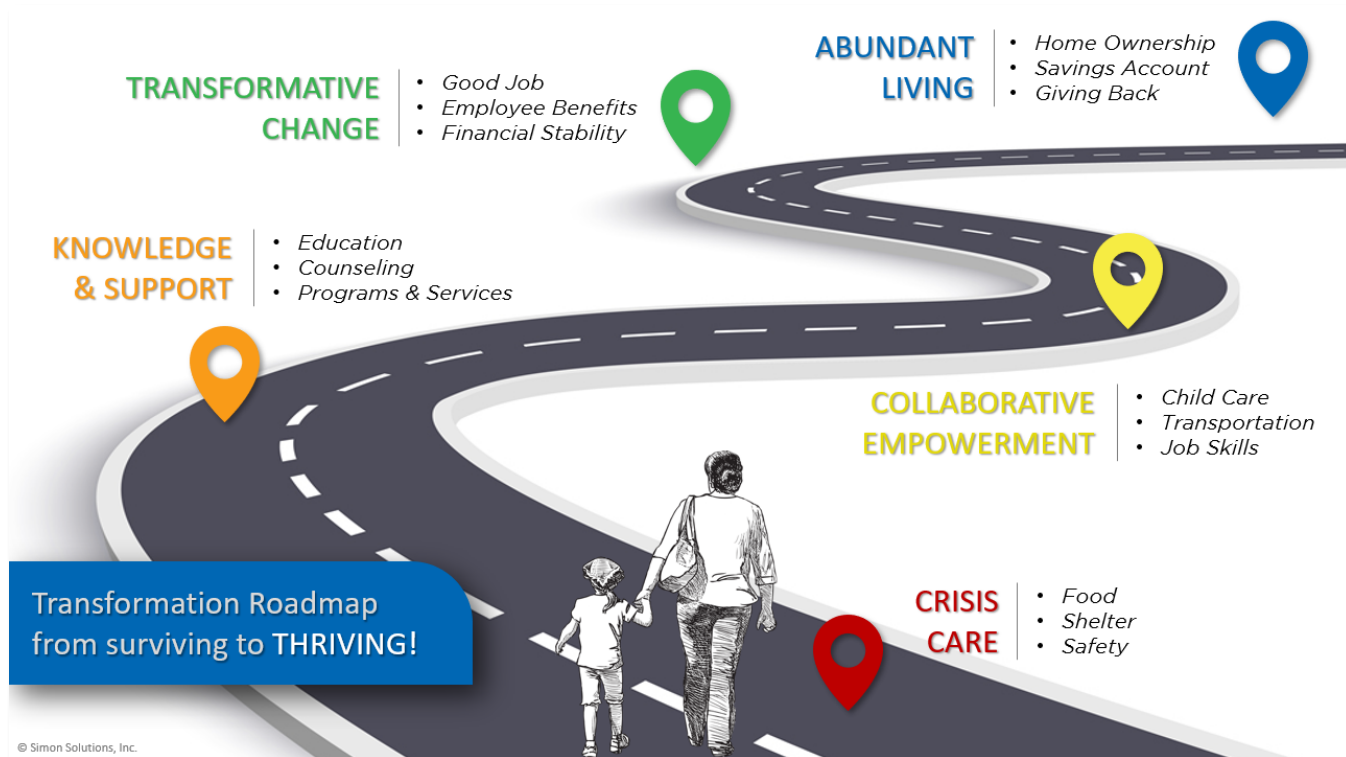
**Community development can also do its part to...**

- *Build safe, vibrant, and healthy neighborhoods.*
- *Strengthen our economy and create good jobs.*
- *Develop a reliable, well-trained workforce.*
- *Increase civic engagement and cooperation.*
- *Strive for large-scale collective community impact.*

Working together human and community development can co-create and streamline lasting solutions that make a real and lasting difference in your community. This paves the way for comprehensive coordinated care, which can serve as an easy-to-follow and measurable roadmap to successful transformation.

Joseph Schuchter and Douglas P. Jutte, authors of [A Framework to Extend Community Development Measurement to Health and Well-Being](#), suggest:

*“Measurement can help community development and health practitioners align and optimize their investments and leverage additional resources to achieve shared goals...It should be no surprise, then, that systems tools, which, at their most basic are designed and intended to delineate all the parts of a complex system, can provide a roadmap for a robust measurement system.”*



We are excited that helping agencies, across the country, are learning how to partner together in developing a more comprehensive approach to transforming people’s lives. As each agency does its part in contributing to comprehensive coordinated care, individuals and families can map out a successful journey from *crisis* to *sustainability* to *abundant living*.

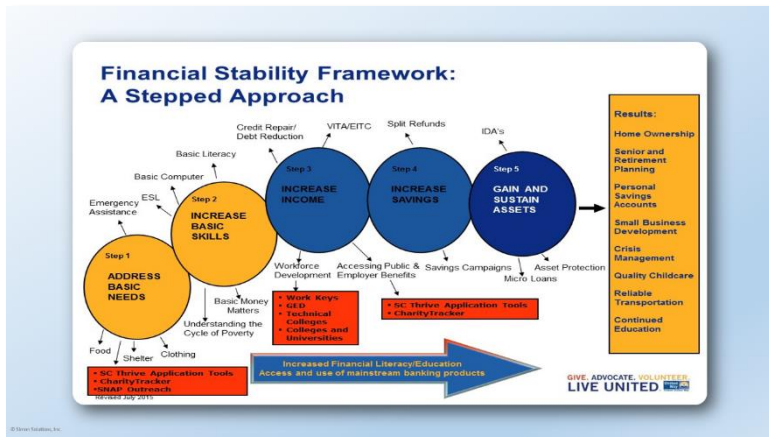
This begins with **Crisis Care**, where diverse agencies work together to provide food, shelter, and safety for emergency situations. Next steps include a vast amount of knowledge and support provided by different agencies who offer education, counseling, and unique programs and services.

After that comes **Collaborative Empowerment**, where diverse agencies collectively provide people with important services — such as childcare, transportation options, and specialized job skills.

And as people progressively continue their journey, they will eventually experience **Transformative Change**, as they connect with organizations and companies that provide good jobs, employee benefits, and financial stability.

And in time, people will cross the threshold into **Abundant Living** where hopes are finally realized, such as home ownership and a savings account. And this is a time when people, who are grateful for their transformative journey, are willing to give back to their community through donations and volunteerism; thereby, helping those who helped them.

## CHARLESTON, SC



Charleston, SC is a good example of a community engaging in comprehensive coordinate care.

Their Care Network, which uses our networking technology, has brought together over 300 organizations and 900+ caregivers.

Working together they have co-created a [Financial Stability Framework](#) for individuals and families. Different helping agencies are using their unique strengths to invest into community partnerships that streamline coordinated care.

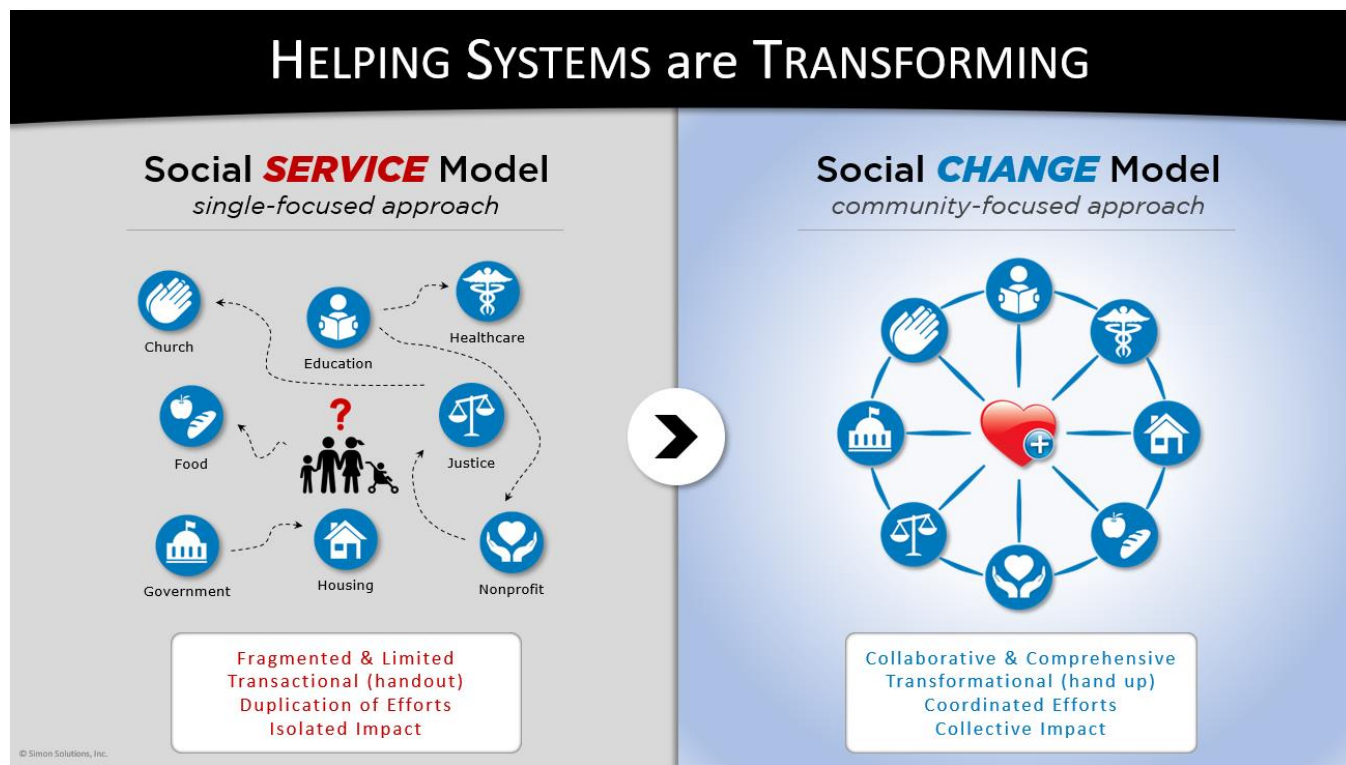
## SPARTANBURG, SC

We are also impressed with the [Community Impact Agenda](#) that's developing in Spartanburg, SC.

The United Way of the Piedmont launched the Financial Stability Initiative in April 2016 to better address poverty in our three-county footprint in a collaborative and innovative way.

The initiative is led by a Financial Stability Task Force made up of 25 leaders from all sectors of the community.

Their mission was to move 2,000 families on to the path to self-sufficiency in 2,000 days. Hannah, and her team, have reached their goal, and they are now working to do more.



I get excited when I show this illustration, because I believe it is clear evidence that communities are engaged in *systemic change*.

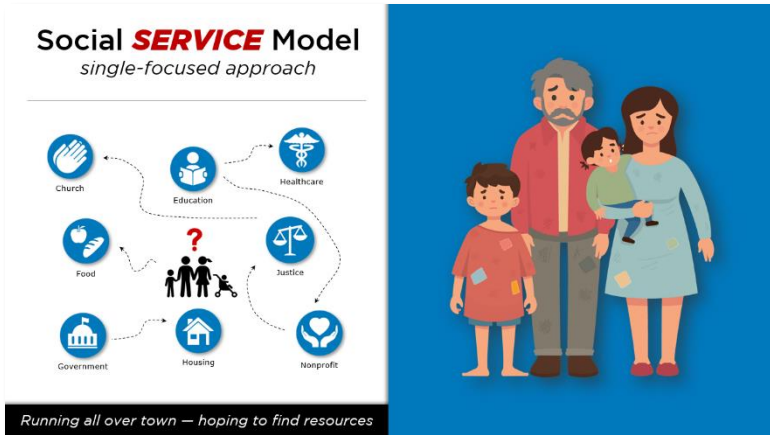
Using our community impact solutions, along with other capacity-building tools, agencies are transforming their helping systems from a “**social service**” to a “**social change**” model — something that agencies and their funders are very excited about.

## SOCIAL SERVICE MODEL vs SOCIAL CHANGE MODEL

May I suggest that the biggest overall difference is that a *social service model*, for the most part, provides much needed programs and services. However, it falls short of providing lasting solutions for transforming people’s lives.

Most helping agencies, regardless of resources, strive to do their part in making a difference in people’s lives. Unfortunately, most agencies struggle to maintain a constant flow of resources that sustain and advance their mission.





Due to a lack of resources, most agencies are limited as to the services they provide and the number of people they can serve.

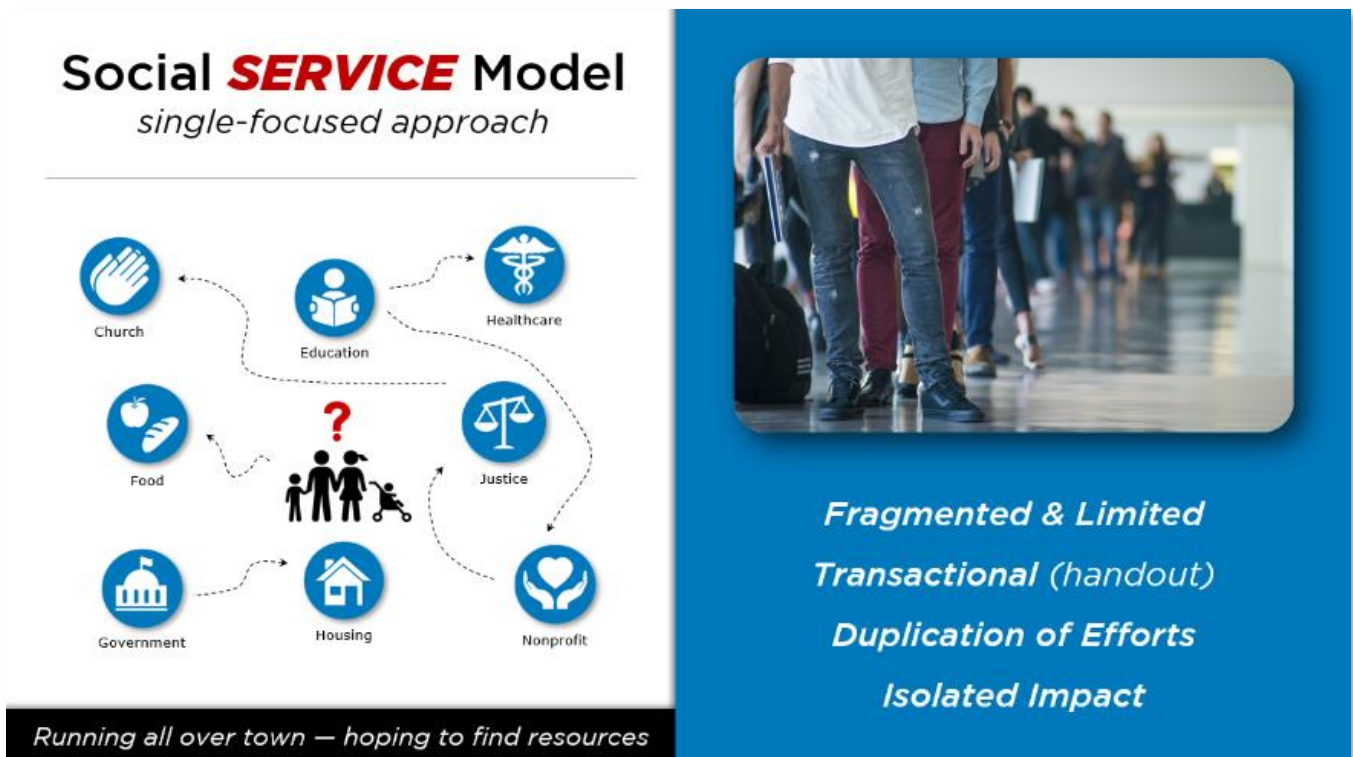
Also, many are not equipped to fully address people’s constantly changing and increasingly complex needs.

These limitations force most agencies to adopt a **single-focused approach** to

addressing complex community challenges like poverty, hunger, and health disparities.

Some agencies will specialize in emergency relief, such as food, clothing, and shelter. Others will specialize in medical services, education, or training. But the reality is that no one or two helping agencies in a community can be “*all things for all people.*”

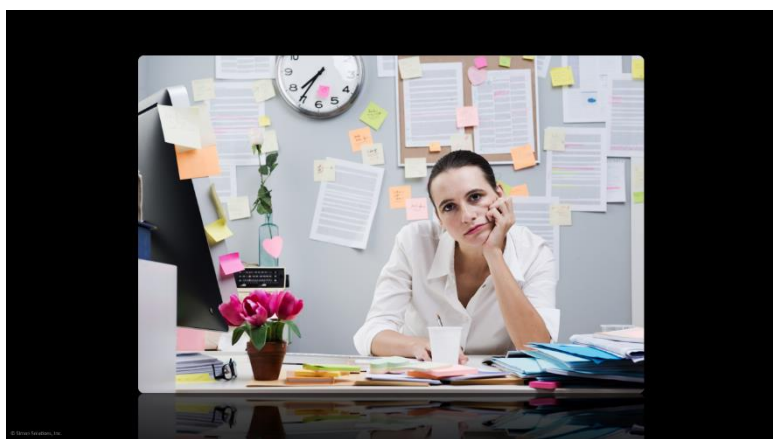
Unfortunately, this single-focused approach can *fragment* a community’s helping system – resulting in little or no communications between different agencies, causing siloed service gaps.



As one service provider once said to me, “Unfortunately in our community, the right hand doesn’t know what the left hand is doing.”

This sets the stage for a tremendous amount of wasteful duplication of services and efforts where agencies are unaware of others who are providing the same services; and perhaps, more efficiently and effectively.

All of this can limit a community’s hope of creating a **highly effective referral system** that can streamline people’s comprehensive access to knowledge, resources, and opportunities that can transform their lives.



For people in need, a social service model can oftentimes be perceived as an *impersonal transactional process*.

This type of service exchange oftentimes has people running all over town, agency to agency, trying to find help; but often told, “I’m sorry, due to a lack of resources, we can’t help you today.”

This can be extremely frustrating for people with limited transportation and the limited time that they can take off from work.

Another concern voiced by people in need is that they are oftentimes served by agency staff and volunteers who are not properly trained in social service complexities – which require years of education and experience.

People quickly realize that helping agents may have sympathy for their needs, but they are limited in personal attention and hopeful advice.

The reality is that most agencies, due to a lack of resources, are not able to provide the long-term, *tender loving care* that most people need – especially those who have fallen on hard times and simply cannot get back up on their feet.



Admittedly, a *social service model* can be quite **efficient** and **reliable** at providing programs and services that make a difference. However, this model can also be dysfunctional where “*good intentions are simply not good enough.*”

Perhaps helping agencies, and the people they serve, should both strive for a promising answer to a simple question: “Are we **both** completely satisfied with the results?”



A *social change model* breathes new life into a community’s helping system. By striving for a community-focused approach using networking technology, it enables agencies to work together more efficiently and effectively.

I am reminded by leadership and management expert Peter Drucker who said that “*efficiency is doing things right, whereas effectiveness is doing the right things.*”

A *social change model* can build upon the efficiency of a *social service model* and take it to a whole new realm of effectiveness. One that is more flexible and adaptive to individuals’ and families’ complex and constantly changing needs.



Communities are learning that no one person, organization, or government agency has all the information, skills, or resources necessary to address complex community challenges, let alone develop effective sustainable solutions.

Many communities believe that now is the time for neighbors, churches, charities, businesses, elected officials, and others to come together to make

sense of the changes that impact their community, better understand people’s needs, and implement long-term solutions through collective action.

Community leaders suggest that the way to move towards large-scale social change is for all community sectors to work together by engaging in strategic planning that supports innovation, invites broader civic participation, and allows collective community impact to emerge.



***Collaborative & Comprehensive  
Transformational (hand up)  
Coordinated Efforts  
Collective Impact***

## Social **CHANGE** Model *community-focused approach*



*Well-connected Referral System*



A helping system that transforms into a *social change model* sets the stage for a more networked, collaborative, and comprehensive approach to transforming people’s lives.

Agencies, along with the people they serve, gain *greater access* to knowledge and resources, from across the community, that support social and economic well-being.

Any agency, or collectively with others, can now work closely with individuals and families – helping them to map out a successful journey to a better quality of life.

This journey includes a “holistic” action plan with practical goals, learning opportunities, and resources that are tailored to each person’s hopes and dreams.



Any individual or family’s ability to “work the plan” is measurable, using our technology.

All assistance, referrals, and outcomes are monitored in real-time – making it easier for helping agencies to collectively track a person’s progress toward sustainability.

And if needed, agencies can suggest adjustments to the action plan.

A *social change model* offers communities the chance to make a lasting difference in people’s lives. This approach does not believe in “quick fixes” or “questionable promises.”

This model is driven by *transformative processes* that are deeply embedded with caregiving, which is empowered by relationships and self-motivation.

With the help of innovative technology, these transformative processes can be constantly monitored for progress, accurately measured for success, and easily adjusted for effectiveness.

***Now, everyone in your community has a real chance at living a happier and a more productive life.***



Your Care Network will grow and your Care Collaborative will develop in their own unique ways.

This growth and development will always be subject to your community's demographics, culture, population, and more.

Although every community is unique, there are still common *transformative*

*processes* that should be in place to reach the summit in your explorations. These may be considered as milestones and checkpoints along the way.

These are a vital part of successful planning and measurable outcomes. They also serve as "short-term wins" and times for much needed evaluation.

*Milestones* and *checkpoints* provide evidence that the investments made were well worth the effort. They also help to "fine-tune" strategies and keep goals on track. They are great at undermining cynics and change resisters. Milestones and checkpoints help build momentum for the next steps in your transformation journey.

Experts in change management suggest that as soon as possible, strive for visible successes that validate change and keep everyone inspired and motivated.

Your initial Care Collaborative should orchestrate short-term wins that can be obtained within the first six (6) months — like the launch and growth of your **Care Network**. This will prevent most people from becoming disillusioned or side-tracked with the processes.

Journal all progress and communicate short-term successes to all people involved. Publish progress reports so people can see the results of transformation. Do not forget to plan periodic events that recognize and reward the contributions of pioneering community stakeholders.

You will be wise to treat changes as "experiments" in progress and growth, and not as "do or die" situations. Communicate these as *new chapters* in your community's development, and not as opportunities to tear out old pages in its significant history.



## SUMMARY

21. There is more to collaboration than getting a few people in a room and discussing problems.
22. One of my favorite ways to describe collaborate is “relational synergism — people and organizations working together for greater purpose, realized only through concerted effort.
23. Use your Care Collaborative to successfully map out your strategic plans for comprehensive coordinated care.
24. A Transformation Roadmap is a successful way to help people move from crisis to sustainability to abundant living.
25. Helping Systems are transforming from a social service to a social change model for community care, which is got helping agencies and funders excited.

---

In **Step 8: *Create Wide Pathways for Many Explorers to Travel***, we will dive deeper into the importance of broader community engagement, which will increase your success in reaching the summit of your journey toward potential and possibilities.

## Step 8: CREATE WIDE PATHWAYS FOR MANY EXPLORERS TO TRAVEL



### Welcome to Step 8

Throughout this training guide, I have shared what we are learning from communities, across the country.


We discovered that “helping others” is something that people, organizations, and institutions are passionately engaged in. They want to make a difference in people’s lives, and they want to find lasting solutions to the increasing complex challenges that people face.

This is the job of the whole community — not just a handful of helping agencies, which for the most part, are limited in their information, resources, and opportunities for social and economic well-being.

To get your whole community involved, you must widen pathways for broader civic engagement and create new ones that spark people’s interests and concerns.

This way, anyone who has passion and resources to invest in “help others,” can find their own unique *point of entry* for engaging in common social good.

**STEP 8**



**Widen Pathways for Many Explorers**

**KEY CHALLENGE**  
Invite everyone, who has great passion and resources for “helping others” to partner together in collective action that transforms lives and your community.

**ACTION STEPS**  
Use your Care Network, Care Collaborative, and Catalytic Infrastructure for creating inclusive and wide pathways for broader community engagement.

**MEASURABLE RESULTS**  
A “better together” civic culture will emerge that inspires and encourages others.

**Key Challenges:**

*Invite everyone, who has great passion and resources for “helping others” to partner together in collective action that transforms lives and your community.*

**Action Steps:**

*Use your Care Network, Care Collaborative, and Catalytic Infrastructure for creating inclusive and wide*

*pathways for broader community engagement.*

**Measurable Results:** *A “better together” civic culture will emerge that inspires and encourages others.*

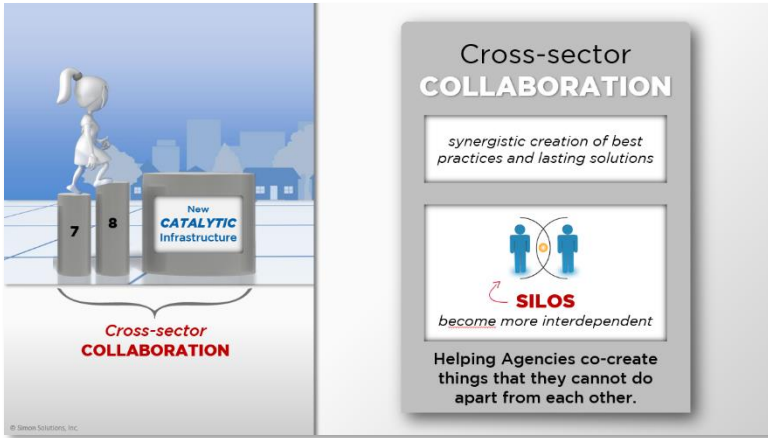
---



We keep reminding you that developing a “better together” civic culture is a capacity-building process. In **Steps 1, 2, and 3**, I showed you how important better communication is to make helping agencies aware of other agencies present in your community.

This sets the stage for increased cooperation, which we explored in **Steps 4, 5, and 6**.

## The Power of Connect



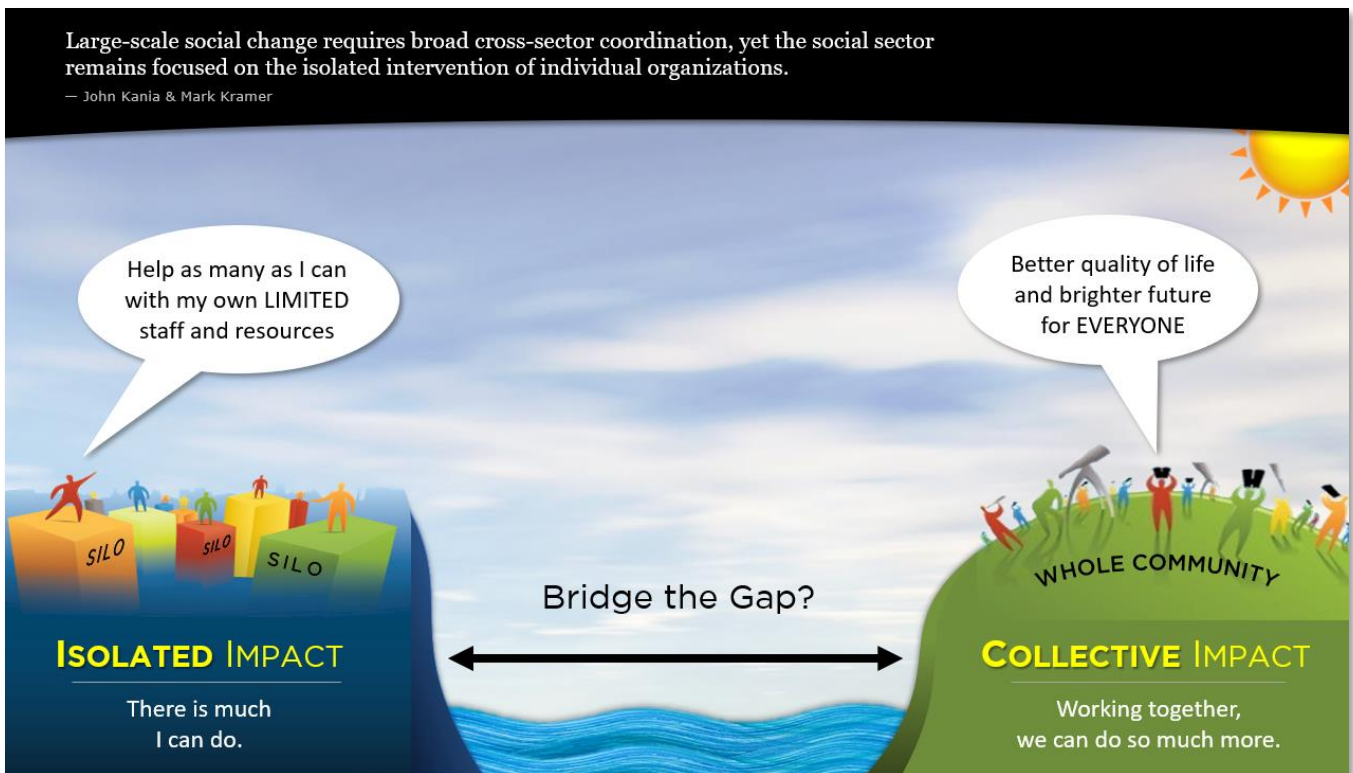
In **Steps 7**, I showed you how to increase cross-sector collaboration where lasting solutions can be co-created for large-scale social change.

Now in **Step 8**, I will show you how all this fits together in a way that makes sense to all stakeholders.

You will discover how to use capacity-building tools to build your *New*

*Catalytic Instructure* that makes your journey to the summit a reality.

***This infrastructure is a suggested framework that supports best practices for transformed lives and communities.***



Most helping agencies are faced with realities that limit their capacity to help others. Agencies are struggling to address increased demand for services and the complexity of people's needs.

So, most helping agencies compensate for this by specializing in programs and services that can be easily managed by their own limited staff and resources. Unfortunately, this isolated, single-focused approach can help people *get by* — **but not get ahead**.

I remind you of what the originators of the Collective Impact framework discovered from their research that *“large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”*

Finding solutions for isolated intervention can appear to be too much of a challenge for most communities. But our [intuitive technology](#) is proving to advance the cause for Collective Impact and enable all help agencies to successfully work together for greater outcomes.

Let us look at new capacity-building tools, like **Care Networking** and **Care Collaboratives** which can complement the framework of Collective Impact and build capacity for *Comprehensive Coordinated Care*. These innovative catalysts include:



**Connecting the Dots** — this is about identifying, aligning, and mobilizing local community resources in more powerful and productive ways.

**Community Connectors** — these are cross-sector ambassadors of faith and goodwill who build social capital that increases cooperation and community partnerships.

**Inclusive Engagement** — this approach strives for open-dialogue and representation from all parts of a community, including resources providers and recipients as well.

**Transformative Processes** — these involve change, progress, and growth that is less about improving what is, and more about creating what is not.

**Catalytic Infrastructure** — this framework is embedded with innovative capacity-building catalysts that empower systemic change and bridge the gap between isolated and collective impact.

We suggest that these two frameworks are not an *either/or*, but a *both/and* value proposition for transforming lives and communities.

## NEW CATALYTIC INFRASTRUCTURE

Communities are leveraging new breakthroughs in innovative technology and collaboration to address complex challenges. Now, it is possible to “bridge the gap” between isolated social intervention and comprehensive coordinated care that transforms people’s lives.



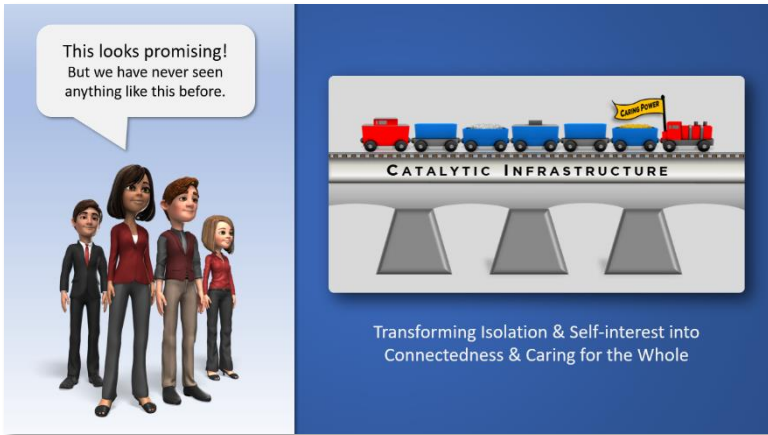
We have discovered that a new **Catalytic Infrastructure** can be built that supports an innovative, agile, and collective response to constantly changing and complex community challenges.

The reason why I use the word *catalytic* is because it refers to something that quickly causes change or action. This catalyst can ignite systemic change and its transformative processes — which are desperately needed in most communities across the country.

A **Catalytic Infrastructure** can take the stress off individual helping agencies, which feel responsible for taking care of helping others with limited programs and services.

This infrastructure supports a powerful locomotive of “caring power” that takes *community care* to a whole new level of engagement and responsiveness. This will also ignite innovation that benefits all community sectors and prepares you for an uncertain future.





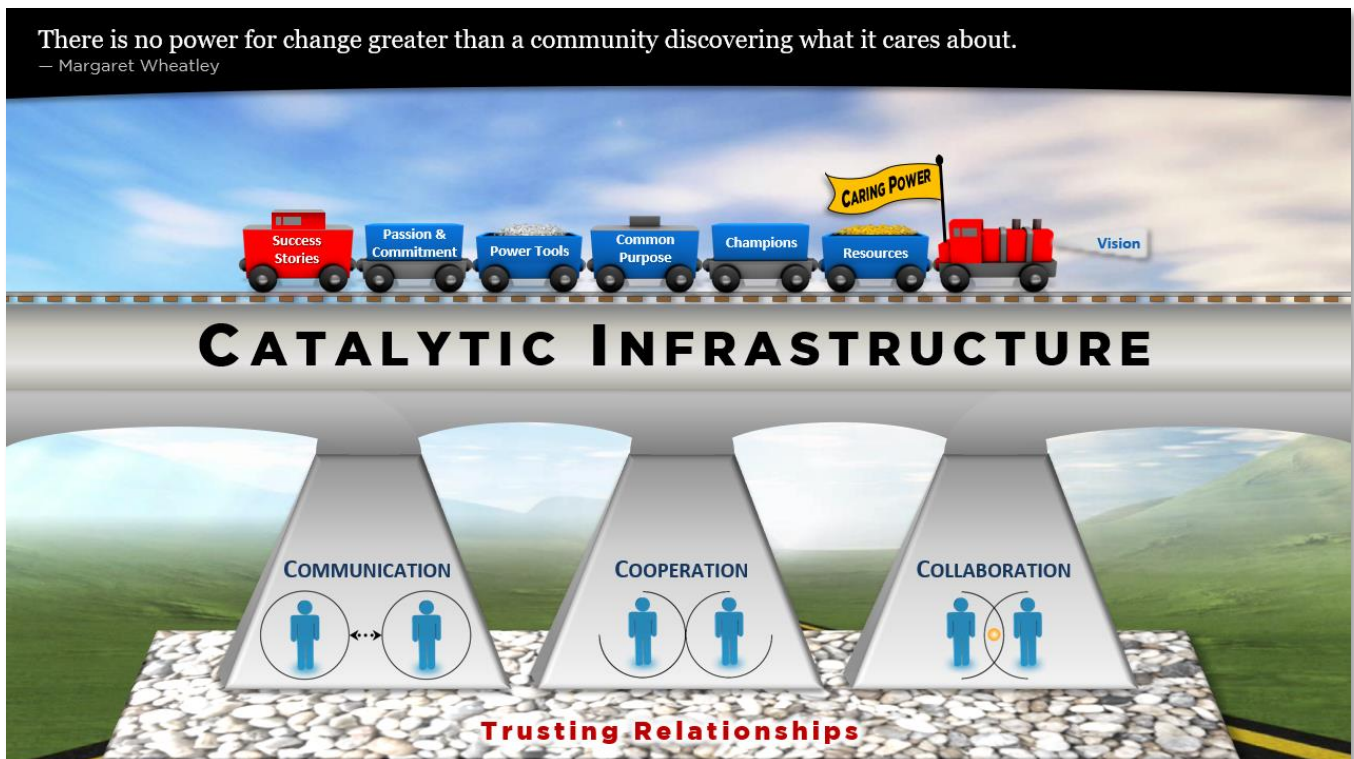
Most communities do not have a successful **Catalytic Infrastructure** in place — one that enables people and organizations to partner with each other and collaborate for the well-being of everyone in their community.

Now, I must admit, that we hear a lot of rhetoric about this, but we rarely see successful cross-sector, collective action.

Perhaps the problem has been that new technology and capacity-building tools have only emerged in the last few years. Most community stakeholders are simply not aware of recent breakthroughs and emerging trends.

Once in place, a **Catalytic Infrastructure** can support transformative processes that maximize the collective caring power of a community and pave the way for empowering systemic change.

## ESSENTIAL TRANSFORMATIVE PROCESS OF A CATALYTIC INFRASTRUCTURE



Okay, let us dive deeper into the structural design or framework for a community-focused **Catalytic Infrastructure** — one that will make a real and lasting difference in your community.

We begin by laying a solid foundation composed of a bedrock of *trusting relationships* that bring people together and keep them engaged. Without this, your efforts to increase cooperation and community partnerships will be isolated and limited.

Next, we lower into place three concrete pillars that undergird or support the infrastructure's framework. These are...

- **Better Communication** — which produces a mutually-beneficial exchange of knowledge and experience, constantly updated and available on demand. Agency silos become more aware of each other, and effective referrals are possible.
- **Increased Cooperation** — produces a commonly shared vision, aligned for greater impact. Helping agencies learn to value and respect each other more. Here is where silo walls begin to come down and partnerships are created.
- **Cross-sector Collaboration** — paves the way for the synergistic creation of best practices and lasting solutions. R. Buckminster Fuller once said, *“when individuals join in a cooperative venture, the power generated far exceeds what they could have accomplished acting individually.”* This is where silos become more interdependent and co-create things that they cannot do apart from each other.

With the concrete foundation pillars in place, you can then build upon these a **strong cross beam** or **superstructure** that will stand the test of time. This helps bridge the gap between isolated and collective impact.

Now, you can lay tracks for a powerful locomotive of **Caring Power**, which can speed forward toward a greater vision for helping people live healthier, happier, and a more meaningful life.

This train is pulling an *abundant wealth* of local knowledge, community assets, and resources that can advance comprehensive coordinated care. This train can also accelerate systemic change — impacting everything in its path.

I am encouraged by a quote from Margaret Wheatly who said: *“There is no power for change greater than a community discovering what it cares about.”*



Consider the “train analogy” as a streamlined **Railway System**, which represents a well-connected and broadly distributed network of cross-sector communication, cooperation, and collaboration.

This system could run through every neighborhood or city. Or it could run throughout every city in your county.

It also could be a *regional system* that spans multiple counties throughout your state.

The impact of this system depends upon stakeholders’ ability to build capacity for a stronger and more effective community culture. One that supports innovation and encourages broader civic engagement.

## TRAIN DEPOTS — POINTS OF ENTRY

I want to take a moment here to share what we are learning about civic engagement, which is often fueled by *great passion* and *self-motivation*.

Every community has “**points of entry**” for civic engagement that are based upon people’s personal interests, vision, and mission.

Going back to our train or railway system analogy, I like to view these points of entry as **Train Depots** — places where people start their journeys.

The railway system represents the different engagement tracks that are present in most communities.

These engagement tracks are *avenues* or *environments* for helping others. These can include Social Services, Food and Nutrition, Health and Wellness, and Faith-based Care that are spread throughout your community.



Each track has its own unique ways of thinking and acting, which can represent different methods, different goals, and more. As you can see, they can overlap with each other, which represents commonly shared interests and purposes.

It would be wise for your Care Collaborative to identify the different engagement tracks in your community and discover their unique strengths. These strengths can then be mobilized, focused, and collectively aligned to take on complex community challenges.



We are very encouraged by the innovative ways community stakeholders are using our *care networking technology* to increase civic engagement.

Businesses and funders are getting involved in remarkable ways. Economic and workforce developers are engaging. And city and county government are helping to make this happen.

***This increase in broader civic engagement will help to maximize the collective caring power of your community.***

Another lesson we have learned about civic engagement is that people contribute their time, talents, and treasures according to their passions and personal interests.

Some want to contribute to crisis care, while others want to contribute to long term recovery. Some want to help children, while others want to help senior citizens.

We have also discovered that many people want to contribute to worthwhile causes in their own backyard; that is, their own community. But oftentimes, people are unaware of the needs in their own community.

So, they give to charitable organizations, outside their community, that make public appeals through fundraising campaigns that come to them from emails, postal mail, or phone. Now, do not get me wrong about this. I am all for people giving to “charitable causes” no matter their location.

But may I suggest that more people contribute or engage with local causes in their own community if they were more aware of the needs. This is where your Care Network can make a difference through greater awareness and areawide bulletins.



A good example of this is the Care Network in Huntsville, Alabama.

Many businesses and funders are engaged in the Care Network by responding to area-wide bulletins that are broadcast by helping agencies.

A local business joined the Care Network just to see the urgent needs of people in their community.

As bulletins came in, they quickly responded with resources to help individuals and families. They enjoyed helping so much that they assigned a staff member to watch the bulletins on a regular basis.

They also empowered the staff member with a monthly amount of charitable funds to meet needs, according to their discretion.

***This has become a very encouraging and practical way for the business community to help those in need in their own hometown.***



## MAPPING ENGAGEMENT TRACKS



When your Care Collaborative is mapping out “points of entry” for civic engagement, keep in mind that many helping agencies experience lots of turnover in staff and volunteers.

Do not assume that the leaders, staff, and volunteers at different helping agencies will always be there.

My colleague, Joey Yarber, went to a large conference where many nonprofit leaders and staff participated. He attended a session where an *organizational consultant* made a profound statement about his many years of work with nonprofits. He said that research suggests that the turnover rate for nonprofit executives, over a 5-year period, is **70%**. Now that is eye-opening!

What this means for your Care Collaborative is that they must be prepared for changes in leadership and representation from different community sectors. This will happen, so don't get discouraged.

We encourage Care Collaboratives to focus more on **team leadership** and not solely on the gifts and talents of certain individuals. Invest in the development of a “high performance” team that is gifted at working together and gets remarkable results.

And as I mentioned before, we recommend that this team be made up of skilled administrators or coordinators who volunteer their time to the Care Collaborative.

There really is **no need** to create a new nonprofit and staff it with certain people.

I guarantee you that your community is full of community-minded people who are waiting for a chance to make a real difference with their lives. They are self-motivated, full of passion, and empowered by their “servant-leadership” heart.







Also keep in mind that levels of engagement will vary according to people's interests and missional outreach.

In one community in Texas, a community stakeholder found a way to accommodate the different levels of engagement among churches that wanted to help people in need.

Their helping system made it possible for many churches to participate according to their staff, volunteers, and resources.

Some churches offered direct services to clients each week, Monday through Friday. Other churches offered direct services by appointment only. And still others offered no direct services; however, they wanted to supply resources to those churches who did.

Be prepared to offer different levels of engagement so that all helping agencies, throughout your community, can offer their unique contributions to your Care Network.

We have also learned that engagement will vary according to your geographic footprint.

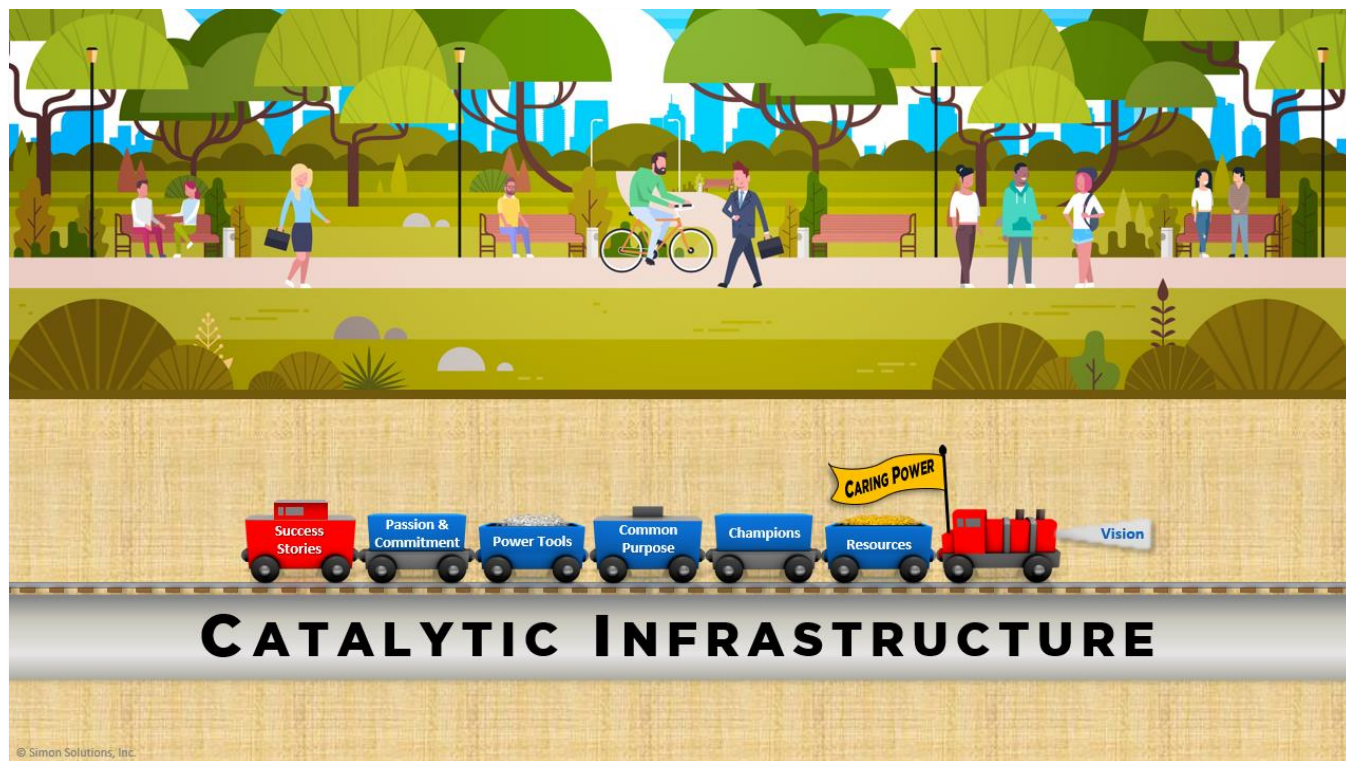
We discovered that "care networking" can take shape in many different forms.

Some networks focus on certain neighborhoods or sections of a city where poverty and food insecurity are rampant.

Some networks are driven by mostly charitable organizations, while others are mostly driven by faith-based organizations. Some networks have a community-wide footprint, while others invited participation from across their county.

And some networks are regional, bringing together agencies from multiple counties.





Keep in mind that Care Networks may start out one way; and then, develop into something more dynamic over time. In one community, the Care Network started out small; but later, a regional hospital got involved and the network transformed.

Building a Catalytic Infrastructure for broader civic engagement is well worth the effort. It will provide strong support for a powerful locomotive, loaded with a trainload of valuable local assets, which can travel throughout your whole community. This trainload includes:

**Resources** which are an abundant wealth of local community assets that are available for resource providers and recipients as well.

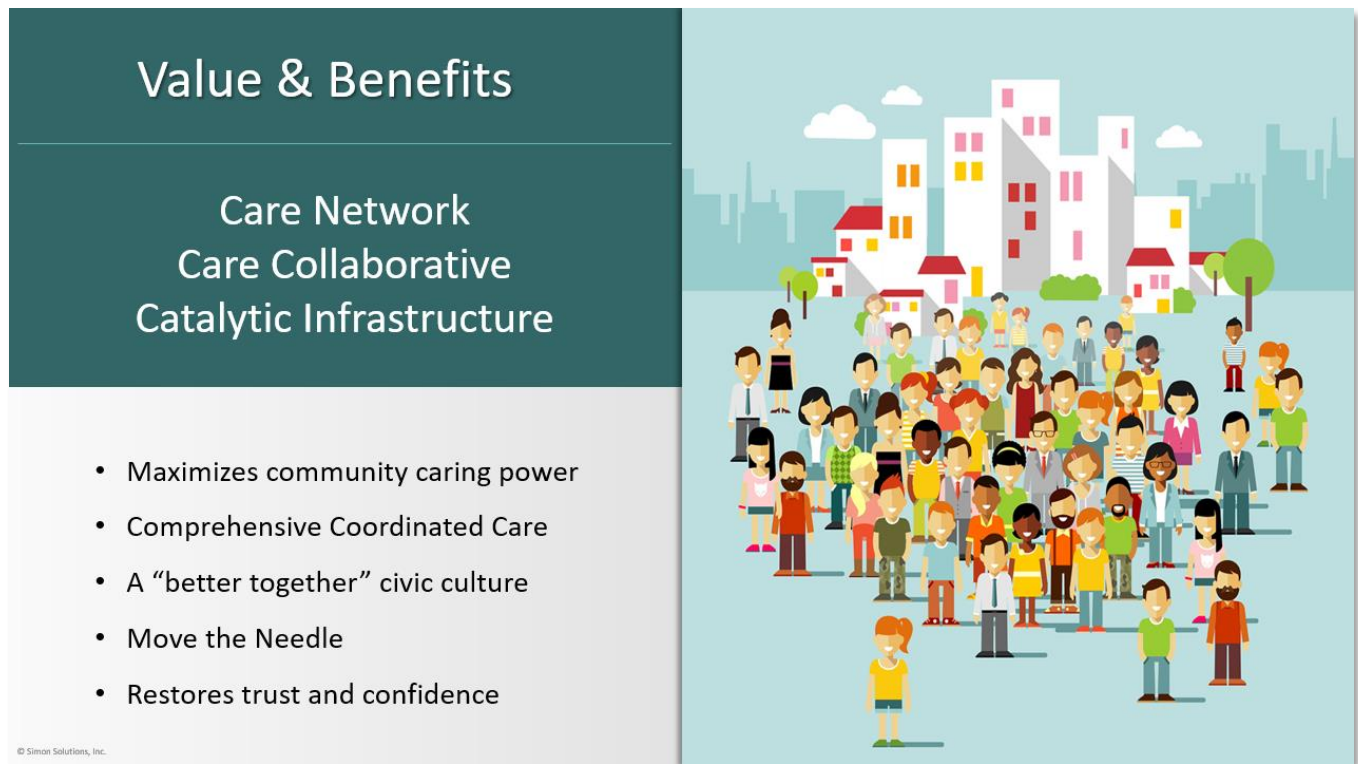
Traveling on the train are **Champions** who are visionary leaders and community impact advocates that “keep the ball rolling” for systemic change.

**Common Purpose** is the shared values and targeted alignments that drives collective action.

The train also carries **Power Tools** that are the capacity-building frameworks, technology, and collaborative approaches that make outreach more productive and enjoyable. These tools are most effective in the hands of skilled craftsmen that truly understand collective community impact.

The train is loaded with an enormous amount of **Passion and Commitment**, provided by people who are self-motivated and full of energy that is needed to drive transformative processes and the development of lasting solutions.

And the train brings lots of **Success Stories** that are the measurable results that warm our hearts and make us proud of the people we love and serve. They encourage us to keep moving forward.



**Value & Benefits**

Care Network  
Care Collaborative  
Catalytic Infrastructure

- Maximizes community caring power
- Comprehensive Coordinated Care
- A “better together” civic culture
- Move the Needle
- Restores trust and confidence

© Simon Solutions, Inc.

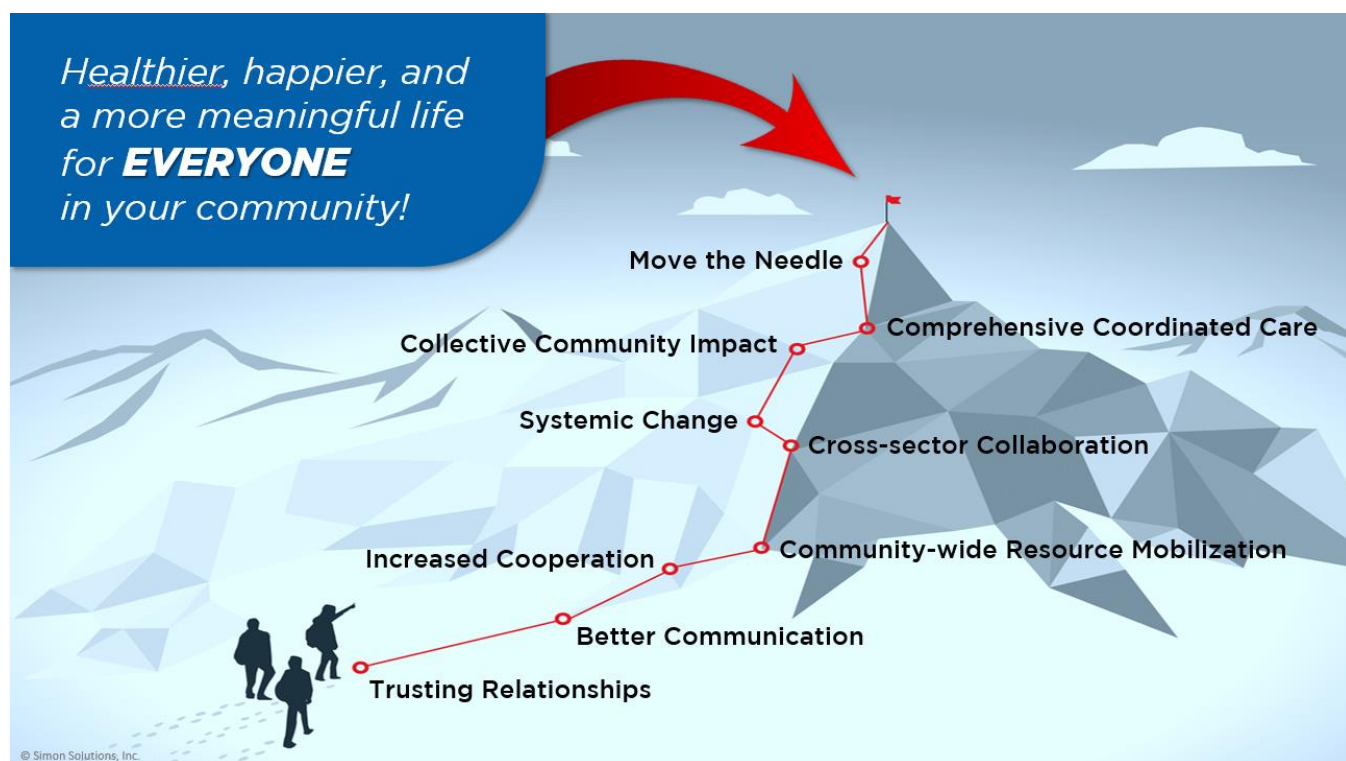
Bringing together all that we have explored throughout these **8 Steps**, we suggest that value and benefits of a Care Network, Care Collaborative, and Catalytic Infrastructure are remarkable!

- *They are practical and proven solutions for maximizing the collective caring power of communities.*
- *They provide hope and promise for developing comprehensive collaborative care which offers opportunity for everyone, in a community, to thrive and not just survive.*
- *They can provide community stakeholders, from all sectors, with new capacity-building tools that can create a new catalytic infrastructure that supports a “better together” civic culture.*

- They will help communities become better prepared and positioned to “move the needle” on constantly changing and complex challenges with greater force and success.
- They can help restore public trust and confidence in community leaders, organizations, and institutions that clearly demonstrate that they are willing to work together for common good and greater impact.

## SUMMARY

If I were to summarize this training guide in just one illustration, it would be this one.



Most communities continue to struggle to “move the needle” on constantly changing and complex challenges. There was little or no hope for meeting this challenge, until now.

We are excited that communities across the country are now exploring **transformative processes** that will enable them to reach this summit of possibilities.

This offers much hope and promise for people who live in your community — a chance to live a healthier, happier, and a more meaningful life.

The following video best explains this.



We hope you learned some valuable insights from this training guide. We also hope that you will share these insights with others in your community.

To learn more about the community stakeholders that are making this journey right now, give us a call at **1-888-764-0633**.

Or visit our websites at [Simon Solutions](#), [CharityTracker](#), or [Collective Community Impact](#).