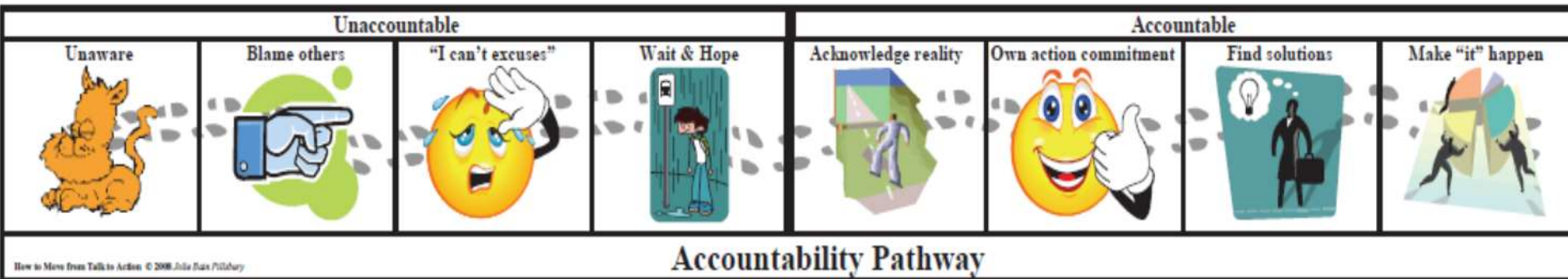


Equity: fair and just inclusion

“Inequity isn't something that just happens. Leaders make decisions, and those decisions have consequences.”

- ColorLines



Collective Impact:

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Organization

Collaboration is Not a Result

TRAPS:

Desiring big results without aligning contributions



Meetings, but no accountability

Shared information, but no transformation

Focus on 100-200 children

Participating in conferences and webinars, but no results-driven action



Writing reports without follow-through

Short-term, programmatic results



COLLECTIVE IMPACT:

Requires taking on the toughest work



Disciplined execution and silo-busting contributions

A new level of accountability:

Using data for learning, continuous improvement and shared accountability

Focus on large-scale, population-level results

..... 20 year commitment

Secret Sauce of the Promise Neighborhoods Movement

(60+ Communities)

Leadership and Disciplined Execution: Results-Based Accountability

- 1 Focus on 10 results that make a big difference for low-income children
- 2 Measure progress on 15 indicators against baselines
- 3 Understand why the indicators are trending in a particular direction
- 4 Select partners for each indicator
- 5 Work with partners to develop selection criteria and identify solutions for each indicator
- 6 Entire team commits to population-level targets by indicator
- 7 Select a mix of solutions for each indicator
 - a. Families
 - b. Programs
 - c. Policies
 - d. Systems
- 8 Identify partner targets and performance measures, incorporate into action plans and begin implementation
- 9 Develop performance contracts with partners (if applicable)

CRADLE TO CAREER

“ Making systems work is the great task of my generation of physicians and scientists. But I would go further and say that making systems work — whether in healthcare, education, climate change, making a pathway out of poverty — is the great task of our generation as a whole. ”

- Atul Gawande

Lessons Being Learned

- **Transformation** – This occurs when we’re at the edge of our competence and the height of being uncomfortable.
- **Failure** – Disciplined failure is essential and a sign of success. Fail fast; learn from it; and put your new knowledge into more effective results-based and data-informed action.
- **Fear** – It’s inevitable. Our leadership, or the lack thereof, has consequences. We must overcome fear and use our privileged leadership positions to achieve population-level results.
- **Humility** – It’s not about us! We must abandon ourselves to the voice, wisdom, and experience of the families we’re privileged to serve.

Lessons Being Learned

- **Difficult Conversations Are A Must** – Consider having conversations regarding race, class, culture, and gender inequality in service of a result.
- **Relationships Matter** – Intentionally break bread with an *'other'*. Our perspectives will broaden; and we'll see the humanity in our brothers and sisters.
- **Step Into Your Power** – We're ready to take this work on today. No more excuses.



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PolicyLink is a national research and action institute advancing economic and social equity by Lifting Up What Works. [Get official tagline]

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