

About this Tool

This tool will help you to understand which phase of the Collaborative Change Cycle you are in and what you can do to continue making progress.

How to use this tool:

- This is an activity-based tool and requires preparation and reflection to get the most out of using it.
- Please note that the activity described below is a guide only. The process and language used to explore the tool should be adapted to suit your local context and group of participants.
- This tool is designed to be used by diverse stakeholders in your initiative, to support the development of shared understanding and agreed path forward.
- It is important to note when working out 'where an initiative is', it is the view of the Community Leadership Group, not the backbone that makes the call.
- The time and effort required depends on how matrix is explored. While the tool can be completed by one person alone in about 30 minutes, it is more valuable to use in a multi-stakeholder workshop over a period of hours or even days.

Context

This Tool can be used in these phases of the Collaborative Change Cycle:

- ✓ The Readiness Runway
- ✓ Building the Foundations for Change
- ✓ Creating a Shared Vision for Change
- ✓ Scaling Up for Systems Change
- ✓ Achieving Transformation

And is relevant to building these enabling capabilities:

- ✓ Collaboration
- ✓ Community
- ✓ Innovation
- ✓ Leadership
- ✓ Measurement

Change Cycle Progress Mapping Tool

We want to understand which phase of the Collaborative Change Cycle we are in overall, and what we can do to make further progress.

Effort Level

Variable – Depending on Group Size and Diversity

Developed by Collaboration for Impact

What You Will Need

- A quiet open space to run the activity.
- 1 – 2 hours together to complete the activity.
- A facilitator, ideally someone the participants know, who can make people feel welcome and comfortable.
- Handouts of this Tool for each person. You may also want to produce a large printed version for people to work on collectively, if you have access to such a printer.
- A way for people to access Platform C – on their phones or on a large screen that the group can look at simultaneously.

How the Tool Works

- At the start of the activity frame the session by talking about:
 - The purpose / goals of the initiative and the different phases of the Change Cycle (a summary of the Change Cycle is provided below).
 - The purpose of the activity, how the activity will work, what happens next, and who decides this.
- Ask each group to take a few minutes to familiarise themselves with the content of the Tool and note the questions they have.
- If needed, walk through it with everyone, exploring it column by column.
- Check in to make sure everyone understands the information and the process, and explain any jargon identified by the participants.
- Ask participants to work alone to identify which phase they believe the initiative is in.
- Bring the participants back together and facilitate a conversation in response to the Reflection and Action Questions.

Reflection and Action Questions

1. What phase are we in?
2. What is working well? Why?
3. What are the barriers to progress? Why?
4. What do we need to do next?
5. What do we need to learn to help us make progress?
6. What resources do we need to make progress?
7. What help do we need? Who can help?

Summary of Phases and Enabling Conditions

The Collaborative Change Cycle emerges over five interlinked phases, each featuring critical enabling capabilities (expertise and skills) in the areas of leadership, collaboration, community engagement, measurement and innovation required to achieve and sustain real progress.

To set the scene, the matrix below provides summary information about the Phase and Enabling Capabilities of the Change Cycle.

Phase 1 Readiness Runway	Phase 2 Building the Foundations for Change	Phase 3 Creating a Shared Vision for Change	Phase 4 Scaling Up for Change	Phase 5 Achieving Transformation
<p>This phase of the Collaborative Change Cycle is about raising awareness about a challenge that matters to the community and working to gain support for collaboration and system thinking to address that challenge. Cultivating urgency for change involves having conversations and dialogue about the need for working differently, forming relationships, building trust and using data and stories for insight and to discover more about what is happening and why.</p>	<p>This phase is about building a shared understanding of the challenge or system, getting clearer on the issue and testing hypotheses as to why it is happening and the impact of it. This also involves becoming more open to working together and brokering agreement that business as usual is not enough to make large scale impact and partnering with community as the foundation for change.</p>	<p>This phase is about refining the focus of collaborative efforts and formalising the approach, infrastructure and resources required to achieve shared goals. This involves confirming the common agenda by agreeing on the goals for change, creating a roadmap for achieving those goals, and identifying strategies to influence change based on testing and learning so far.</p>	<p>This phase is about building alignment to focus effort on the things that are working, while letting go of the things that aren't. It is also building the infrastructure needed for system change, including stronger collaborative governance structures with increasing authority to steward the shared agenda and systems change required and keep people engaged.</p>	<p>This phase is about embedding new ways of working for long-term change to shift the underlying design of the system that held the problem in place. It is also about continuing to invest in working in a way that is conducive to systems change and embed the capacity for collective learning, based on real time feedback.</p>
<p>Enabling Conditions</p>				
<p>Adaptive Leadership Adaptive leaders motivate, organise and support others to achieve collective goals. They adapt their perspective, style and actions based on the immediate and emerging needs of the initiative. Under pressure to change, systems produce behaviours and dynamics that if left unchecked revert the system back to status quo.</p>	<p>Collaborative Practice Collaboration refers to specific ways of relating to each other and working together. Collaborative practice helps people navigate the human dynamics of large-scale change and development and implement strategies to drive population level change, together.</p>	<p>Community Engagement Community engagement supports people in collaborative initiatives to understand they are working with and for community and embed the practice of community-led and community-informed decision making and partnership/ownership into their ways of working together.</p>	<p>Measurement, learning and evaluation Measurement refers to the use of quantitative and qualitative data to understand the challenges and opportunities you face, tell your story, track your progress, and continuously improve your practice and outcomes. It also incorporates the learning processes required at each phase of your journey.</p>	<p>Innovation Innovation involves framing challenges or opportunities, generating new ideas, selecting, testing and improving the most promising ideas, and translating ideas into effective processes, products and services that meet the needs of the community. It also involves new mindsets and ways of working to get a different outcome.</p>

Phase 1 Readiness Runway	Phase 2 Building the Foundations for Change	Phase 3 Creating a Shared Vision for Change	Phase 4 Scaling Up for Systems Change	Phase 5 Achieving Transformation
Adaptive leadership				
Building Leadership in this phase involves cultivating a sense that it is possible to achieve different outcomes by thinking and working differently and focusing attention on building understanding and urgency for change at a pace that most community members, stakeholders and the system can cope with.	Building Leadership in this phase involves convening existing, new and emerging leaders to explore common interests and goals and how they might work differently together, developing awareness of relationships and power, and building the authorizing environment.	Building Leadership in this phase involves convening a diverse range of influencers to authorize the collaboration and explore a shared vision for change over the medium to long term and committing to community ownership as an extension of community leadership.	Building Leadership in this phase involves strengthening collaborative leadership across different parts the community and system, deepening alignment, to the shared agenda and increasing authority and capacity of the leadership group.	Building Leadership in this phase involves create the conditions for alignment to the agenda at scale and building the competence of the collaborative leadership group into a powerful coalition that intentionally and strategically exerts influence up, down and across the system.
Collaborative practice				
Building Collaboration in this phase involves developing open dialogue to maintain the focus on the need for change and working differently, investing in deep collaboration with community to understand local context and aspirations, and not jumping too soon to designing solutions.	Building Collaboration in this phase involves working together on early wins to achieve outcomes together and develop mutual trust, developing principles for working together, and finding ways to share resources that support continued collaboration.	Building Collaboration in this phase involves formalising a community decision making structure, developing a roadmap for change to deliver the shared agenda, strengthening processes for diverse membership, and ensuring that community voice and perspective are embedded in the change agenda and plan.	Building Collaboration in this phase involves building the infrastructure and foster collaborative ways of working for large scale action, creating infrastructure to manage the work effectively, and purposefully working to increase diversity of people aligning their leadership and resources behind the agenda.	Building Collaboration in this phase involves ensuring that community leaders and diverse stakeholders are partners in decision-making, and building an effective cross sector collaboration that understands how to shift power for the purpose of supporting equity.
Community leadership and engagement				
Building Community in this phase involves reflecting on what is held in common such as shared past, values, culture and language. Exploring the causes of turbulence in the past and imagining better future possibilities will provide a solid foundation to help understand which parts of the system are open to collaborative decision making and action.	Building Community in this phase involves facilitating conversations that generate insight into the lived experience of community members and communicating effectively to engage the broader community to join the conversation and emerging community leadership structure.	Building Community in this phase involves ensuring that community are genuine partners in negotiations and agreements, and that there are explicit and transparent links between community participation, the vision for change and action plans.	Building Community in this phase involves facilitating ongoing community participation in all aspects of the work, supporting the community to self-organize and test strategies to enact change and support the change agenda.	Building Community in this phase involves providing ongoing opportunities for new and existing community leaders to develop and have influence, and to enable a genuine movement for change that is sustainable and ongoing.
Measurement, learning and evaluation				
Building Measurement in this phase involves finding examples of things that have worked in other places that could inform thinking, using data as a source of insight to build a shared narrative with community, and building skills to learn together from the start.	Building Measurement in this phase involves developing principles about how partners and community will measure and learn, capturing stories about what is happening and building the case for change based on evidence and learning.	Building Measurement in this phase involves formalizing a measurement, evaluation and learning (MEL) framework focused on the performance of the backbone, the partnership, the intended system level impacts, and identifying broad data needs for continuous learning and communication.	Building Measurement in this phase involves evaluating progress and impact of specific strategies, partnership and initiative, continuing to support reflection on the community narrative from different perspectives, and working to communicate what is learned and discovered.	Building Measurement in this phase involves community and partners viewing shared measurement and learning as an integral part of how their community operates and making decisions based on data and learning.
Innovation				
Building Innovation in this phase involves raising awareness about how to identify and work with complexity, deepening understanding of the lived experience of people by hearing their stories, understanding their perspective and building authentic relationships, and building a mindset for innovation to thrive.	Building Innovation in this phase involves surfacing assumptions about systems, lives, solutions that enable change, and building mindsets and skillsets to work from a systems approach and avoid getting caught in a desire for perfection.	Building Innovation in this phase involves continuing to engage new actors and different levels of the system, adapting approach and focus as new learning emerges and measuring innovation approaches.	Building Innovation in this phase involves ensuring innovation is targeted to priority issues, engaging in innovative investment and funding of the work and developing models to support continued innovation.	Building Innovation in this phase involves investing in capacity building and specialized functions such as community engagement, and revisiting assumptions about the system now, the future system and the transition between them through system mapping and system modelling.

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<ul style="list-style-type: none"> Trust may be low between community, government, service providers and other institutions, but there could be a catalyst that provides a focus or reason for people to come together and inspires people to talk about the need for change and to become aware of the problem. This catalyst is enough to open up a 'space' for people to come together and small pockets of people are hoping that change is possible. A local champion or voice is starting to emerge, and people are beginning to see the issue as urgent and important. Different sectors are talking, but not yet with each other, about the need for collaboration and leadership. Leadership tends to be fragmented and people feel disconnected from decision-making processes. Awareness is being raised about using a collaborative approach to address the issue and shift the conditions that are holding it in place. While some recognise that change is necessary, there are varying degrees of understanding and commitment to working differently. Small groups or pockets of activity may be focussing on addressing part of the puzzle rather than the whole challenge. Data is being used to report on programmatic activities and outputs but does not reflect on what is happening at the broader community or systems levels. People probably see monitoring and evaluation as a bit of a burden or something that has to be done for others. 	<ul style="list-style-type: none"> While trust remains low, a small group of people are actively building the 'container' for change while the status quo remains in place. People and organisations are becoming more open to working together and determining who they trust to take action. Champions from different parts of the community are calling for a new way of working and are working together to actively grow a narrative of hope and agency, built on a shared understanding of the system. There is agreement that business as usual is not enough to make large scale impact, and a belief that collaborative capacity needs to be fostered and strengthened. Leaders may have greater confidence that they have the capacity to create change, rather than looking to others. A diverse range of influencers are exploring a shared vision for change and what working together over the long term to achieve lasting change would look like. Leaders are starting to value community as experts in experience of how things work and what needs to change. Diverse community members and stakeholders are able to work together to keep attention on the need for change and create and maintain a sense of urgency. A 'backbone' entity emerges, if not already in place, and begins to take up the community engagement and convening role. Community conversations are underway with diverse voices from multiple sectors discussing what is needed for a collaborative response. 	<ul style="list-style-type: none"> Relationships are stronger and there is sufficient trust in the commitment to work differently. Community members feel they are critical partners in delivering long term change and are aware of what is going on and how they can get involved. Momentum is building, and consistent messages are emerging about the goal and approach to achieve it. There is broad cross-sector advocacy for the initiative and change goals, and a willingness to share resources and networks to move the issue forward. There is a focus on moving to agreement and action and community led initiatives are emerging. The agenda is being built out through assumptions about the conditions that hold the problem in place are being tested - questions are openly asked; learnings are being gathered thorough early wins or test and try projects and a theory of change is being developed. Leaders are known by community and partners, are growing in their appreciation of each other's individual strengths, and are beginning to collaborate with each other as a way of doing business. A backbone entity is taking up a role in guiding the development of the agenda and facilitating learning. People are starting to explore how funds could be managed in a more holistic way. Partners are aligning resources to improve community-level outcomes and systems change goals Partners are aligning resources to improve community-level outcomes and systems change goals and philanthropic organisations are committed partners in the change process. 	<ul style="list-style-type: none"> Enough trust exists between people and organisations to challenge existing ways of working. Indicators are showing increased trust and support across the collaboration, sectors and the community. The shared agenda is gaining traction and authority, and the shared purpose keeps the collaboration on track. People are taking on more responsibility and leadership group is growing their authority and influence. Leaders work intentionally to protect and embed the work into their organisations and power structures for the long term. Learning and progress are celebrated and communicated to maintain momentum and keep people engaged. The backbone entity takes up a full convening and coordination role and are enabling the leadership table and working groups to undertake the work and community members to self-organise in support of the agenda and lead/co-produce parts of the change. The backbone is also building the infrastructure needed for implementing transformational change - shared measurement systems, the facilitation of strategic learning, and strategic communications that support behaviour change. Resources and funds are allocated and managed in a more responsive and integrated way, with a focus on building on 'what works'. Partner organisations are contributing resources to support the work and efforts are underway to source sustainable funding and resources. 	<ul style="list-style-type: none"> The community has a shared vision which is gaining increasing levels of traction and authority. More people and organisations are aligning to the vision as evidence of its impact grows. A new way of working has been established and is being embedded across the system. The community is deeply involved in leading and co-producing change. The new narrative becomes the dominant narrative, one of hope, vision, and commitment to collaborative processes and long-term change. The shared purpose serves as an anchor to keep the collaboration on track. The collaborative leadership competence across the group builds into a powerful coalition that intentionally and strategically exerts influence up, down and across the system. The backbone entity is negotiating across different agendas to facilitate alignment to the shared agenda. New learning, adaptations and a culture of celebration are brought in to maintain the initiative's vitality There is evidence of wider influence of the initiative on system design, such as changes in policies, regulations, laws, working relationships, resource flows and practices in ways that further reinforce change.

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<p>In this Phase we are:</p> <ul style="list-style-type: none"> Identifying existing leaders and others who are open to new ways of working and who impact or are impacted by the issue. Connecting and working with diverse groups to raise awareness about the issue and need for a collaborative response. (Because we don't know how to solve the challenge yet, we are advocating for a shared response, not a specific solution.) Creating ways to reflect on what people have in common and what connects them. Building collective insight into the lived experience of people by spending time in their context, hearing their stories and perspectives and forming authentic relationships. Staying out of solution mode and asking questions to inform a clear picture of the issue and reframe issues and challenges as opportunities for change. Having conversations with diverse groups to identify community strengths and aspirations. Developing a narrative, including quantitative and qualitative data that will help tell the story and describe the current state of play. To do this we are workshopping the data with diverse stakeholders (including community) to generate new insights and interpret what the data means. Keeping structures informal and not overly technical so that we aren't building a governance structure too early. Practicing working together in small ways, to learn how to work together, before jumping to solving large challenges. Learning about different place-based approaches and what others are doing to address this issue in their community. 	<p>In this Phase we are:</p> <ul style="list-style-type: none"> Mapping the system including who influences the issue, current outcomes of the system on the population of interest, and our existing knowledge of power, relationships etc. To do this we are using a participatory process that includes all partners in the process. Identifying where authorisation needs to come from (who needs to endorse us and others to take action). In this we are exploring what authorisation looks like from community. Engaging the broader community to understand what is working well, identifying what change they would like to see and who they trust to take action. We are doing this together with other interested community members. Agreeing on a definition of the challenge and collectively agreeing on a <u>process</u> for creating a common agenda for change (way to address the challenge). We are making sure to include a wide range of stakeholders (including community). Establishing a shared and jargon free language to ensure people understand each other (e.g. complexity, collaboration and leadership etc). Creating early principles for working together and developing opportunities to share resources to support collaboration and progress. Supporting community members to participate in the emerging structures (e.g. backbone, collaborative leadership group etc.), and ensuring that the emerging structures are suited to community, not the other way around. Building the 'case for change' using data to engage others addressing the issue. Delivering quick wins so we can achieve outcomes together and build mutual trust (e.g. holding a community event and/or beginning dialogue with the broader community). We are also reviewing current collaborative activities to build a foundation for learning together from the start. Learning together about core concepts to support this way of working (e.g. systems change, collaborative action, rapid innovation, using data for change, etc.). 	<p>In this Phase we are:</p> <ul style="list-style-type: none"> Convening a diverse range of leaders to explore, define and commit to community ownership and commit to support the shared vision and approach. Formalising a community decision making structure that will set priorities for change and oversee the work. Building the participation of community members from different cohorts, factions, and geographies, and continuing to engage new actors and different levels of the system. Supporting the community decision-making structure and broader collaboration to translate the priorities into an agreed theory of change and action (our roadmap for change). Creating formal and informal strategies to keep people informed, and sharing the story of what is happening, what is learned in ways that reflect diverse communication styles and platforms. Advocating for the initiative and change goals across sectors and for the need to share resources and networks to move the issue forward. Identifying the measurement and learning needs of the partnership and the initiative including the resources required (expertise, capacity, systems, etc.). Bringing together the elements of measurement and learning into a formal Measurement, Evaluation and Learning (MEL) framework focused on the performance of the 'backbone', the partnership, and the system level impacts of the initiative. We will be reviewing and updating the MEL regularly reviewed and updated. Exploring how funds could be managed in a more holistic way and work to align resources to improve community-level outcomes and systems change goals. Creating simple and plain language agreements about who will contribute what, how and when, including community members. 	<p>In this Phase we are:</p> <ul style="list-style-type: none"> Negotiating across different levels, sectors, initiatives and organisations to build deeper alignment to the shared agenda and ensuring that community members and factions are still joining. Ensuring that the Backbone takes up a full convening and coordination role, ensures the leadership table and working groups undertake the work, and community members self-organise in support of the agenda co-produce parts of the change. Creating and adapting systems and processes to manage the work more effectively and foster collaborative ways of working for large scale action. Identifying and implementing quick wins to continue to test assumptions and ensure continuous adaptation to work towards community and systems level change. Increasing the number and diversity of sectors and stakeholders aligning their leadership, resources and effort behind the agenda. Supporting the community to self-organise and test strategies to enact change and rally behind the shared agenda. Ensuring measurement and learning is communicated with everyone. This could include developing a dashboard to visualise progress. Evaluating the performance and progress of specific projects and the initiative as a whole. Continue to facilitate reflections on the community narrative from different perspectives. Adapting the MEL framework as new partners are added and greater alignment of policy, funding and program delivery is achieved. Co-ordinating innovation to avoid too much going on at the same time and to ensure that it is targeted to priority issues that are amendable to innovative responses. 	<p>In this Phase we are:</p> <ul style="list-style-type: none"> Reviewing collaboration structures and processes to ensure that they are fit for purpose, that is, large-scale/ long-term change. Exploring if/how to shift from a project focus to a 'movement for change' (noting that movements are less structured and therefore less amenable to management and control). Providing ongoing opportunities for new and existing community leaders to develop and have influence. Facilitating ongoing community participation in all aspects of the work, including decision-making groups, working groups, community participation activities, as well as paid and unpaid work. Promoting the role and contribution of community members in preparing for and achieving transformation. Conducting an evaluation of the impact of the shared agenda by considering the degree to which it reflects and represents all elements of the community and its impacts have been worthwhile. Conducting a longitudinal analysis of culture of learning and collaboration health assessment. Revisiting assumptions about the system now, the future system and the transition between them through system mapping and system modelling. Investing in the development of specialised functions such as communication and measurement. Consider pivots to the intervention, or parts of the intervention and reflecting on if / when to shut down the initiative. Telling the story widely.