



ACTION NETWORK



**CONNECTED
TOGETHER**
LEBANON COUNTY

Community Strategy Management

Michael C. Ritter, MPA, CTCP
Domestic Violence Intervention of Lebanon County

Brainstorm Annotation

- **Last name A-M:** What is meant by Collective Impact?
- **Last name N-Z:** What is meant by Systems Thinking?

Basic Brainstorm Rules

The goal is to generate as many responses as possible

There are no wrong responses

No one questions the worth of any response or asks for justification

Now...

...how do we actually *do* these things?

Or put another way:

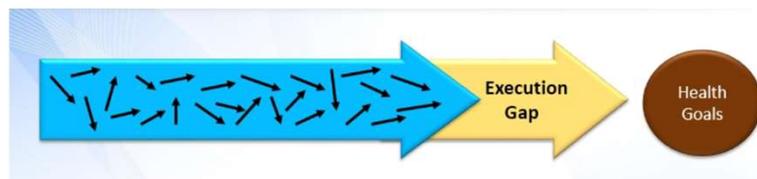
...how do we move the needle on big community goals?

Hint...

...it's **not** by finding a “silver bullet” Evidence-Based Program

...it's **not** with Logic Models

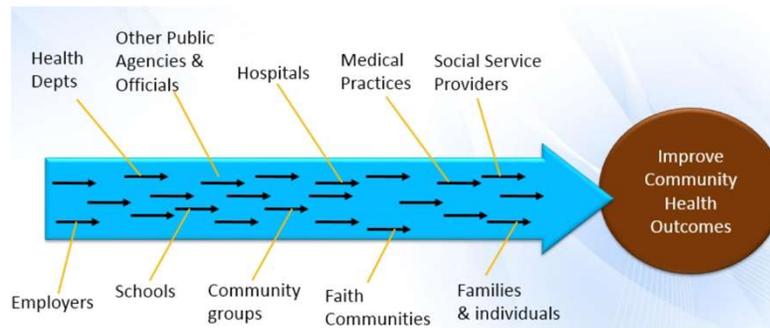
...it's **not** with Program Evaluation



Each one of these little black arrows represents a specific program or a Logic Model, or each one of our human services agencies. We can see that there seems to be a general flow from left to right. But it is not a strong or unified flow. Without a long-term framework, the short-term actions may often be unaligned and fragmented—and therefore not very effective in achieving that big community goal.

The Answer:

- Community Strategy Management
- More specifically...Strategy Maps



Instead, the real power of collaboration is harnessed when organizations are able to combine or align their efforts and resources in mutually-beneficial and mutually-reinforcing ways that go beyond the sum of their previous isolated efforts, as seen in this image. So, we are shifting from an emphasis on evaluation and accountability to an emphasis on strategy and teamwork.

When we make this intentional shift away from striving to find evidence-based programs to implement (looking for the silver bullet) and rather toward focusing on enhancing community teamwork and collaboration, the community should also recognize that it may need to learn new tools and ways of working.

Instead of using techniques such as linear logic models and specific work plans, which were designed for evaluating isolated programs, community coalitions start by co-creating a strategic framework which will provide structure for the rest of the journey. This can be done by

using a Strategy Map.

If Collective Impact is the theory, Strategy Maps are the praxis*

*Praxis is the process by which a theory, lesson, or skill is enacted, embodied, or realized

After this slide, shift to sharing the ARRC wiki Strategy Map template...

Several characteristics of Strategy Maps are especially valuable for building community consensus and supporting the communication and monitoring of a large-scale, multifaceted strategy:

- 1) The structure of Strategy Maps is flexible, and this helps tell the story of the strategy and how the desired outcomes will be achieved.
- 2) Strategy Maps contain higher-level “Objectives” that transcend any individual organization or program, describing the community strategy in a way that

enhances teamwork.

- 3) Strategy Maps can be used by many different community stakeholders for more efficient and effective communication and planning.
- 4) Strategy Maps do not attempt to describe specific inputs, participating organizations, short-term actions, or measures and targets.

The maps are organized into three layers (called “Perspectives”) with a general cause-and-effect logic flowing from the bottom to the top:

Asset and capacity development; Strategies; and Outcomes. The Story of Intentional Change becomes more apparent in this layout. “Why” – Bottom to Top; “How” – Top to Bottom

Now I get it. This looks complex. In order to tame this complexity, the Strategy Map template builds in what is called “zoomability.” Imagine you’re looking up directions on Google Maps. When you click enter, it loads a very high-level map that includes the entire distance of the route. Useful in some ways. But you really need to know the local roads you’ll be driving when you arrive at your destination. So, what do you do? You zoom in on that particular part of the map. We

can do this with Strategy Maps too. For example, if we click on...<EXAMPLE> we can zoom in for more detail. Here we have more specific strategy drivers. A zoomable Strategy Map framework allows people to easily navigate to the area they care about and see a single screen of information that is not overwhelming.



ACEs and Resilience Resource Commons for Communities

If this all still feels complex and complicated, I get it. A team from Connected Together Lebanon County is currently participating in a national group coaching program called the ARRCC Action Network. ARRCC stands for ACEs & Resilience Resource Commons for Communities. Together, with teams from all over the country, we are collectively building out a template Strategy Map for communities to address adverse childhood experiences and to promote resilience. Specifically, we are focusing on a small piece of the overall pie. And while this piece gets incorporated into the template map, it also becomes the beginning of our

own Lebanon County strategy map.

So, here is our piece of the pie...<share Strategy Map Detail>

Explain the “Why” and the “How” again here.

Describe From-To Gaps and engage in discussion about these for our plan.

Define: A “From-To Gap” clarifies the current state, the desired state, and the gap between those states. This is a valuable step in enhancing the clarity and consensus that helps accelerate strategy implementation. Defining the "From-To Gap" also helps spur creativity regarding how that gap could be closed, how to measure progress, and who might collaborate to help close the gap. And then we identify the current efforts that are under way to help close the gap. Explore how those efforts could be enhanced by better teamwork, “assists” from other organizations that might not currently be involved, and the use of new technologies or processes.

Call to Action

- View the *Overview Course on Community Strategy Management*:
https://bill-s-school-657c.thinkific.com/courses/2-overview-on-managing-community-health-improvement-strategies?th_c=learn4free&th_ug=2bc8c8c9
- Play around on the ARRCC Wiki site:
[http://ifi-wikis.com/arrcc/Main Page](http://ifi-wikis.com/arrcc/Main_Page)