

Mobilizing to Build Community Resilience



INCLUSION | A KEY TO RESILIENT SYSTEMS EVENT
June 16th, 2021 | 10:30 – 11:45 am





GRATITUDE & ACKNOWLEDGEMENT

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



 **REDUCING POVERTY**
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES
Vibrant Communities

In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.



Sylvia Cheuy

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SETTING THE CONTEXT | THE NATURE OF CHANGE IS CHANGING

THE NATURE OF CHANGE IS CHANGING	
<i>Metaphor A Well-Oiled Machine</i> <i>(A Machine with interconnected Parts)</i>	<i>Metaphor A Forest</i> <i>(Dynamic Living System)</i>
Certainty	Uncertainty
Root Cause	Emergence
Closed	Open
Predictable	Unpredictable
Repeating	Perpetually Unique
Silos & Parts	Interconnections
Control	Influence

SETTING THE CONTEXT | THINKING DIFFERENTLY TOGETHER



As changemakers, we need to:

- Better understand the system dynamics affecting our issue
- Heighten our ability to think more broadly – and creatively – to identify high-impact opportunities

How can we challenge ourselves to think differently – together?

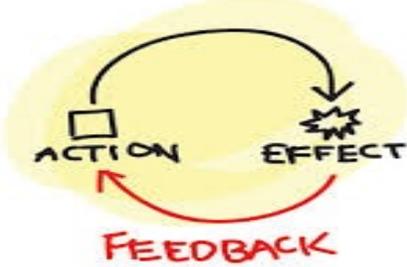
What is a Resilient Community?

COMMUNITY RESILIENCE DEFINED

- A community's ability to "bounce back" after a crisis or disaster
- Proactive efforts that make a community strong and more cohesive
- Community resilience is:
 - a lens
 - a process
 - an outcome
- Seen in the ability of residents to mobilize community resources and take collective action
- Grows when residents work together, develop, build and mobilize them in ways that enable them to build positive change



3 COMPONENTS OF RESILIENT COMMUNITIES

<h2>Diversity</h2>		<p>The community has a diversity of functions, responses, opportunities and economies.</p>
<h2>Redundancy</h2>		<p>Overlapping functions, institutions etc. ensure flexibility of services. The community can adapt over time.</p>
<h2>Feedback Loops</h2>		<p>Robust and stable connectivity, in both the biological AND the social sense. This allows the community to monitor and adapt to changes.</p>

Source: [Resilience: Heath in a New Key](#) - Vitalyst Health Foundation

3 CAPACITIES OF RESILIENT COMMUNITIES

Withstanding Shocks		<ul style="list-style-type: none">• The magnitude of shock the community can absorb and remain healthy.
Self Organization		<ul style="list-style-type: none">• The community's ability to proactively undertake efforts that make itself strong and cohesive.• The ability of residents to mobilize resources and take collective action.
Learning & Adaptation		<ul style="list-style-type: none">• The degree to which the community has the capacity to learn and adapt in ways that enable them to build positive change

Source: [Resilience: Heath in a New Key](#) - Vitalyst Health Foundation

10 ACTIONS TO BUILD RESILIENT COMMUNITIES



1. Be prepared for long-term commitment
2. Nurture natural caring relationships
3. Build from the bottom up
4. Be an ally, not an expert
5. Invest in organizing
6. Invest in advocacy
7. Focus on strengths and assets
8. Support peer learning
9. Surrender the need to control
10. Nurture shared leadership

3 MINDSET SHIFTS TO MOBILIZE COMMUNITY RESILIENCE



1. Appreciate and Adapt to Complexity

Reframe the Nature of the Problem



2. Explore Program **AND** Systems Change Strategies

Refocus Our Work Together



3. Reimagine Leadership | Individual + Collaborative

Rethink Who is Involved

MINDSET SHIFT | APPRECIATE & ADAPT TO COMPLEXITY

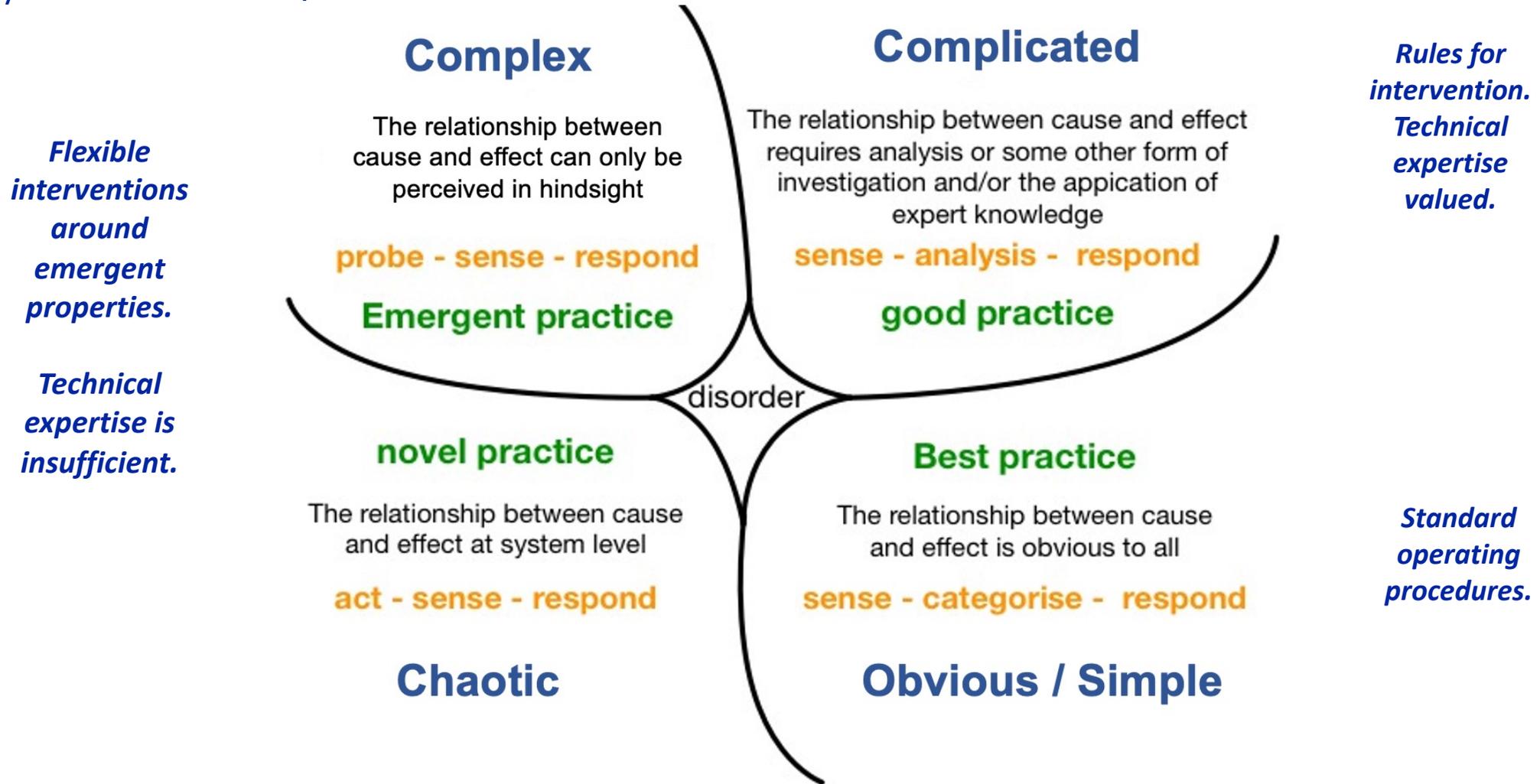


“There is no such thing as a single-issue struggle because we do not live single-issue lives.”

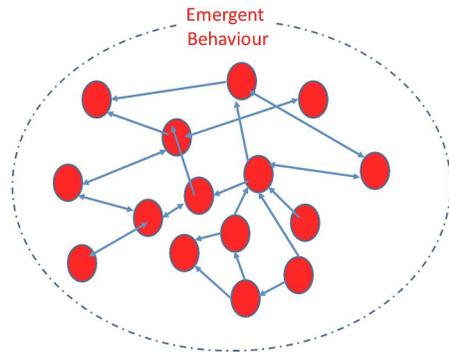
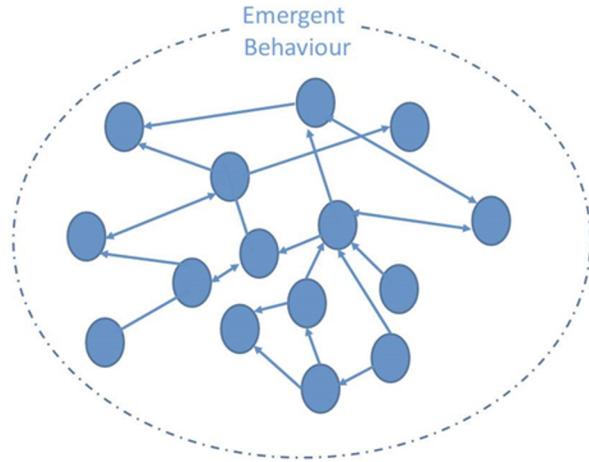
- Audre Lorde

UNDERSTANDING & NAVIGATING COMPLEXITY

The Cynefin Framework by David Snowden



COMMUNITIES ARE COMPLEX ADAPTIVE SOCIAL SYSTEMS



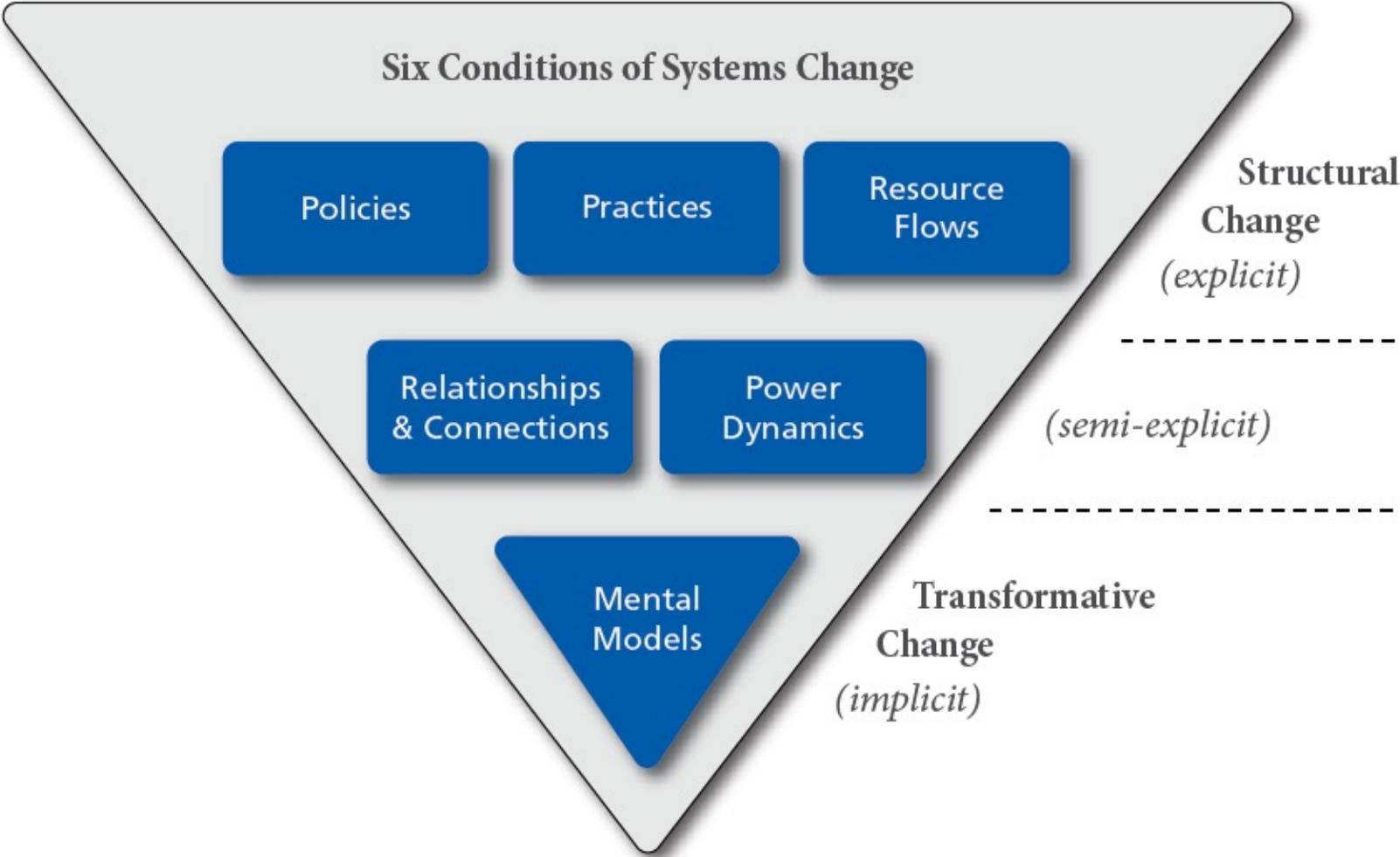
- Multiple actors
- Embedded Systems
- Non-linear
- Emergent outcomes
- Adaptable elements
- Not predictable in detail
- Demonstrate order without central control

CHANGING THE COMPLEX SOCIAL SYSTEMS OF COMMUNITY

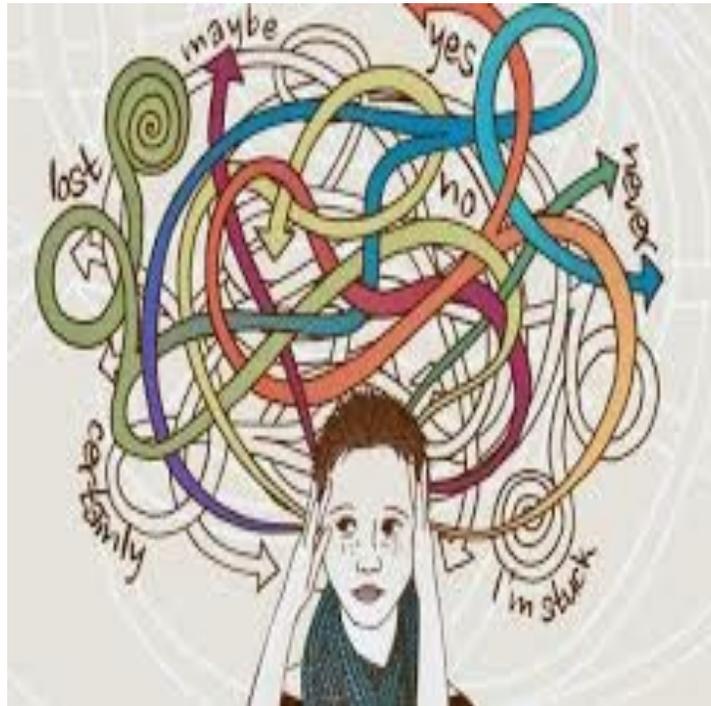
To see the system, you must **let go of what you know** (and solutions you are attached to) in order to surrender to **curiosity** and **exploration**

- We **disrupt** – rather than change – systems and then try to assist them to reorganize in more desirable patterns
- Systems have defense **immune responses** – they often resist change
- Changes in systems can trigger both **intended** and **unintended** effects
- Systems can experience **snap back** and tend to return to old ways of doing things
- The impact of change can be assessed by its “**ripple effect**” – how much the surrounding system is disturbed from the status quo
- All efforts to change systems are **adaptive** (act, learn, adapt) therefore they are difficult to plan to far in advance.

UNCOVERING SYSTEMIC BARRIERS



OUR BIASES CAN BLIND US



Intractable problems are often held in place by implicit and semi-explicit barriers such as:

- Mental models
- Relationships & connections
- Power dynamics

Changemakers advance equity by engaging individuals impacted by the problem

THE COLLABORATIVE PREMISE



If you bring the **appropriate people** together in **constructive ways** with good information, they will create **authentic visions** and strategies for **addressing the shared concerns** of the organizations and the community

David Chrislip,

The Collaborative Leadership Fieldbook

APPRECIATING THE RELATIONSHIP ELEMENT OF SYSTEMS CHANGE

- Relationships do not scale. They have to be built one at a time
- But norms do scale. They create an emergent system, a shift in culture. This is a new form of power...a “moral ecology” that we build through our daily actions and decisions
- People within this newly emerging moral ecology are given a million subtle nudges to either live up to their full dignity or sink to their base cravings.



SYSTEM REDESIGN DRIVEN BY COMMUNITY ASPIRATION

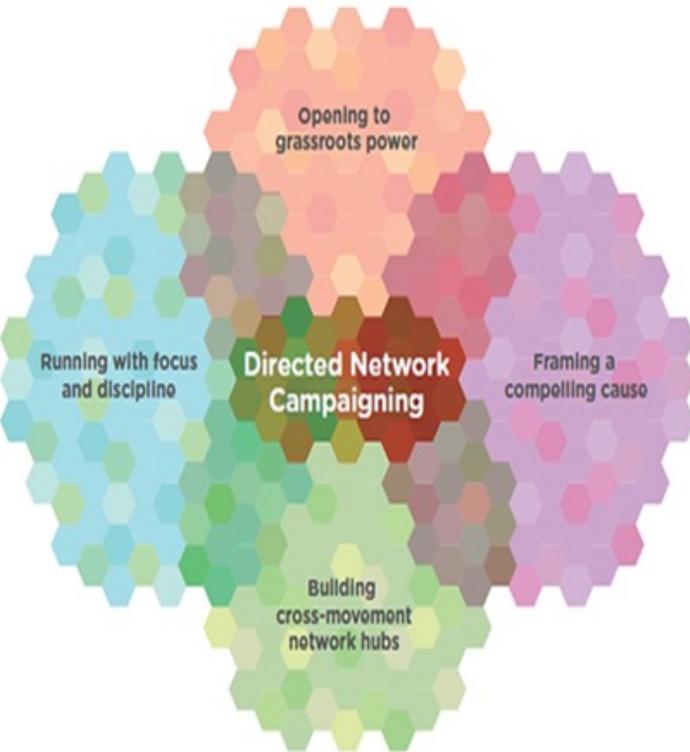


Networks are the optimal structure for harnessing the possibility of “building movements for change” because they do 2 things better than any other form of organizing:

- **Create the Ultimate Inclusive Container** – Movements provide a vehicle for collaborating and co-operating across sectors, organizational boundaries, social and economic strata, origins, backgrounds and jurisdictions.
- **Change Paradigms** – They address beliefs, working relationships, authority flows and stories; They provide a climate for new ideas and shift boundaries of what is socially acceptable. Institutional change cannot happen without movements.

Source: [Six Patterns to Spread Your Social Innovation](#) by Al Etanski

DIRECTED NETWORK CAMPAIGNS



Source: [Networked Change Report](#)
by Jason Mogus and Tom Liacas

- 1. Open to Grassroots Power** – Members play an active role in leading & managing the campaign’s direction & their participation.
- 2. Leverage Cross-Movement Network Hubs** – The campaign connects to a wide range of networks and focuses on creating resonance with allied groups.
- 3. Frame a Compelling Cause** – Key ingredients of a compelling cause:
 - great storytelling
 - a simple & believable rationale for caring;
 - a clear path to victory; and
 - clear roles members can play
- 4. Run with Focus and Discipline** – Directed Network Campaigns:
 - Track progress with discipline
 - Prototype key messages and deployment strategies; and
 - Deploy only when clear “winnable moments” are identified

4 SHIFTS TO EMBRACE A MOVEMENT-BUILDING PARADIGM

1. **Emphasize Transformation** – A movement-building paradigm moves beyond solely improving existing systems to reimagining what's possible and who is involved
2. **Emphasize on Community** – Without authentically engaging community it's difficult to change the system and/or get to systems change.
3. **Emphasize High-Leveraged Activities** – When the system is complex it's important to carefully assess leverage and be ready to adapt responses
4. **Emphasize the Inner Journey of Change** – All involved can expect these changes to impact their own organizations and practices. Leaders can anticipate this and access support to navigate these changes.

MINDSET SHIFT | EXPLORE PROGRAM & SYSTEMS CHANGE STRATEGIES

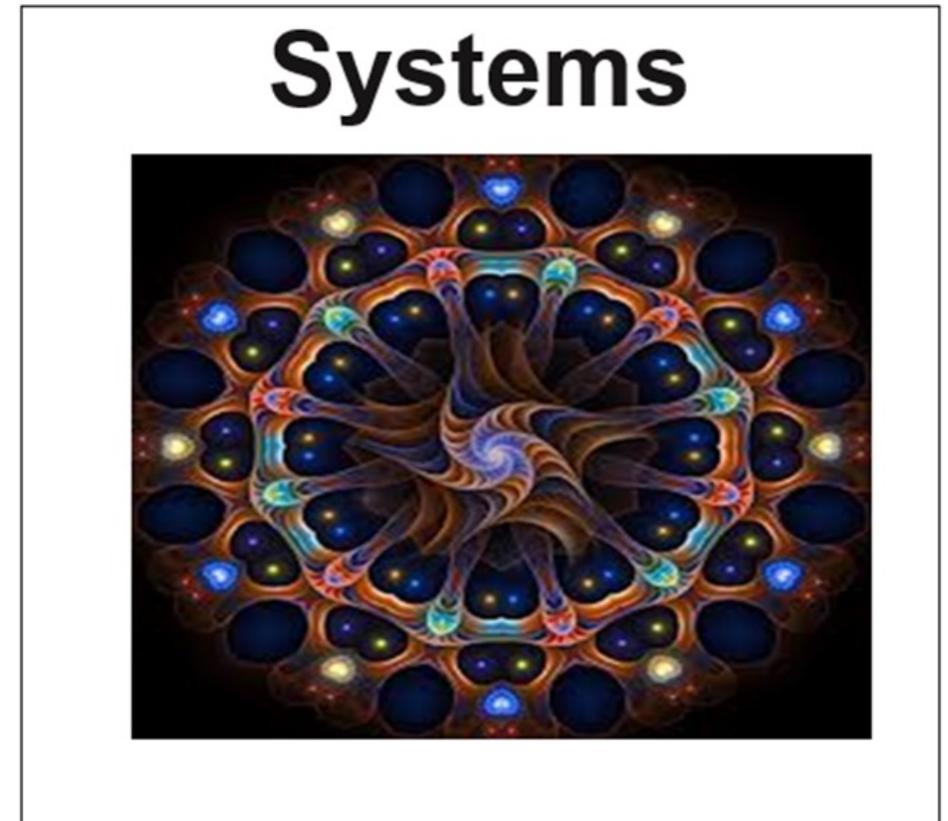
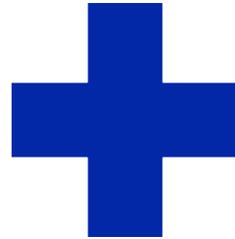


“Systems shift most effectively when change is happening at multiple levels with some sort of loose congruence.

Change is held back when a preponderance of effort is focused at a single layer of the system and other layers are frozen in place or even changing in an opposite direction.”

- Elizabeth Sawin, Climate Interactive

EXPLORING PROGRAM & SYSTEMS CHANGE STRATEGIES



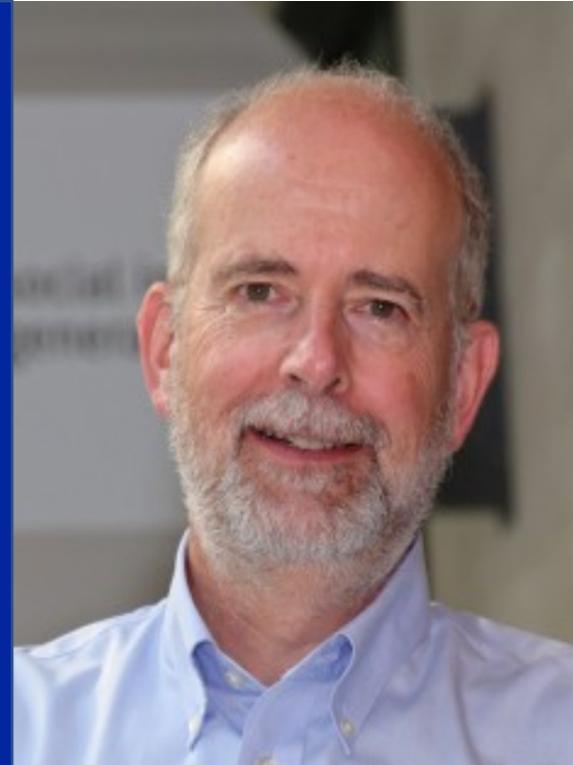
DISTINGUISHING PROGRAMMATIC AND SYSTEMS CHANGE



Programmatic interventions help people to **beat the odds.**

Systemic interventions seek to **change the odds.**

Karen Pittman
Forum for Youth Investment



Systems change is the work of **shifting the conditions** that hold a problem in place.

Tim Draimin
Social Innovation Generation Canada

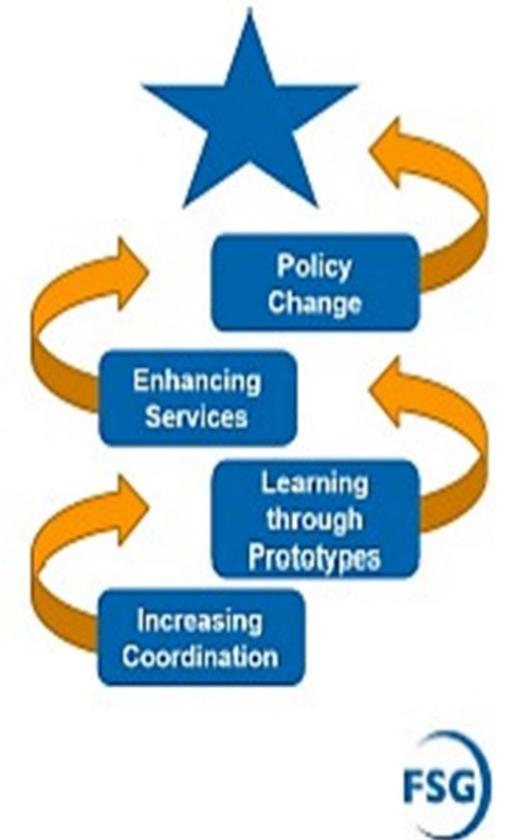
SYSTEMS CHANGE | MOVING BEYOND SERVICE ALIGNMENT



- Program/service alignment is often a beneficial “early win” of a systems change effort.
- Program/service alignment alone is not likely to lead to high impact or long-term systems-changing outcomes

STRATEGIES TO GET TO SYSTEMS CHANGE

- **Policy** – advocating for policy change at local or provincial levels to improve the systems
- **Enhance Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services
- **Learn Through Prototyping** – Start small with willing partners, learn from the experience and then expand
- **Increase Coordination** – Re-aligning existing programs and stakeholders to maximize system efficacy



BEWARE OF “SNAP BACK”



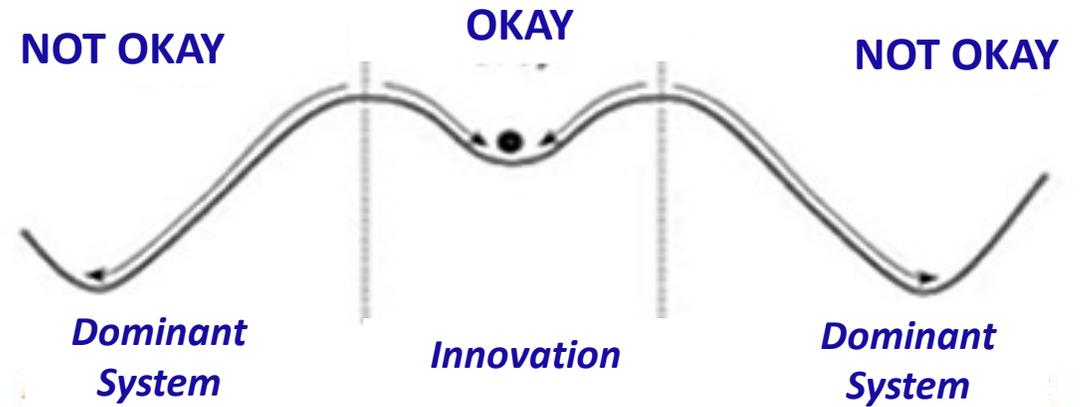
- The dominant system is very resilient. Change may be short-lived as systems “snap back” to the old way of doing things
- Snap back can occur at many levels (individual, organizational, initiative, and/or societal)
- Any effort to change systems will be adaptive, messy, ever-evolving and will often yield unpredictable results

“Managers would rather live with a problem they can’t solve than with a solution they can’t fully understand or control”

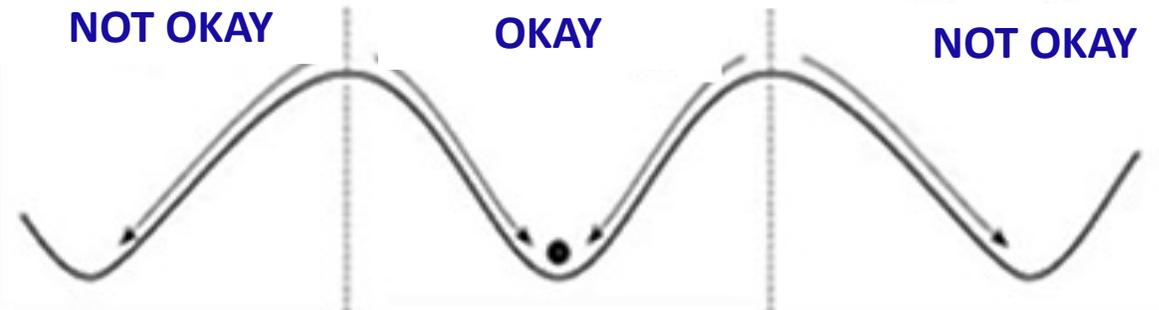
PREVENTING SNAP BACK

- Can we decrease the resilience of the dominant system?
- Can we deepen the resilience of our innovation?

FRAGILE INNOVATION



ROBUST INNOVATION

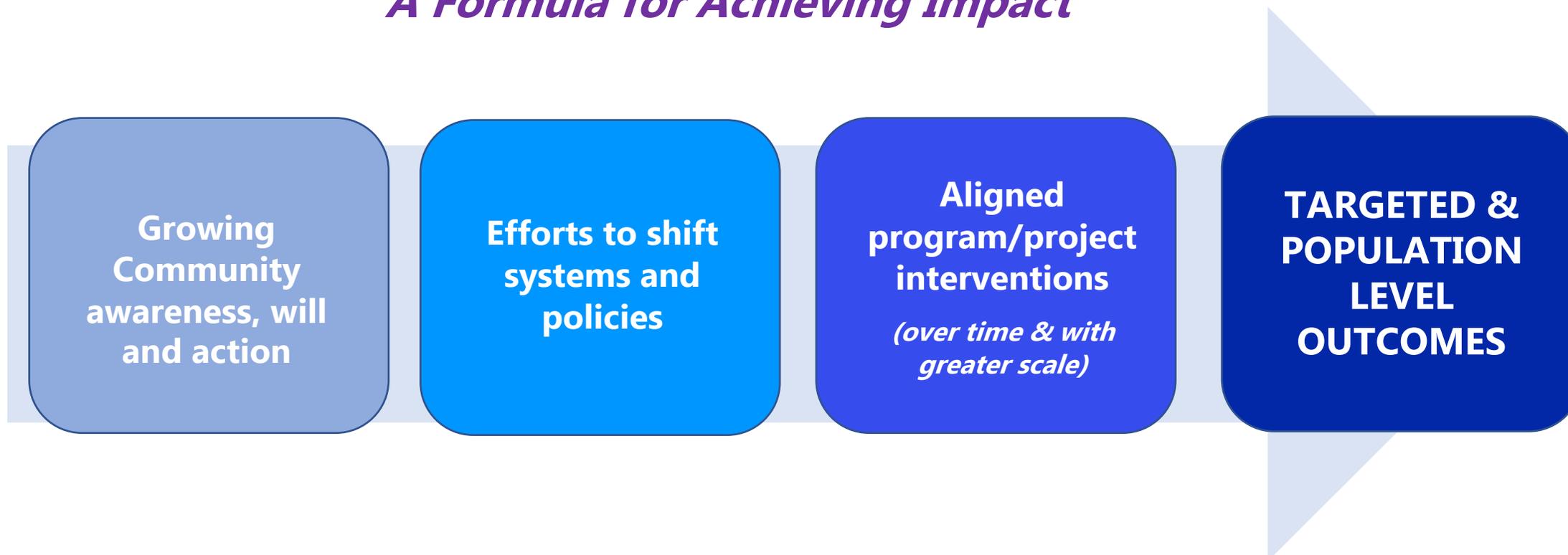


6 ACTIONS TO PREVENT SNAP BACK

1. Embrace unknowability
2. Relationships are key (keep the faith, enhance the attractors for your innovation, dampen attractors of dominant system)
3. Ensure community ownership of actions and measurement (trust the voice of the community)
4. Invest in ongoing engagement (don't "starve" initiatives)
5. Be strategic thinkers not just strategic planners (recognize iterative work of systems change; develop pattern recognition skills)
6. Don't confuse "quick wins" with "quick fixes" (success is NOT a destination; develop safe-fail experiments; engage both content AND context expertise)

A FORMULA FOR ACHIEVING IMPACT

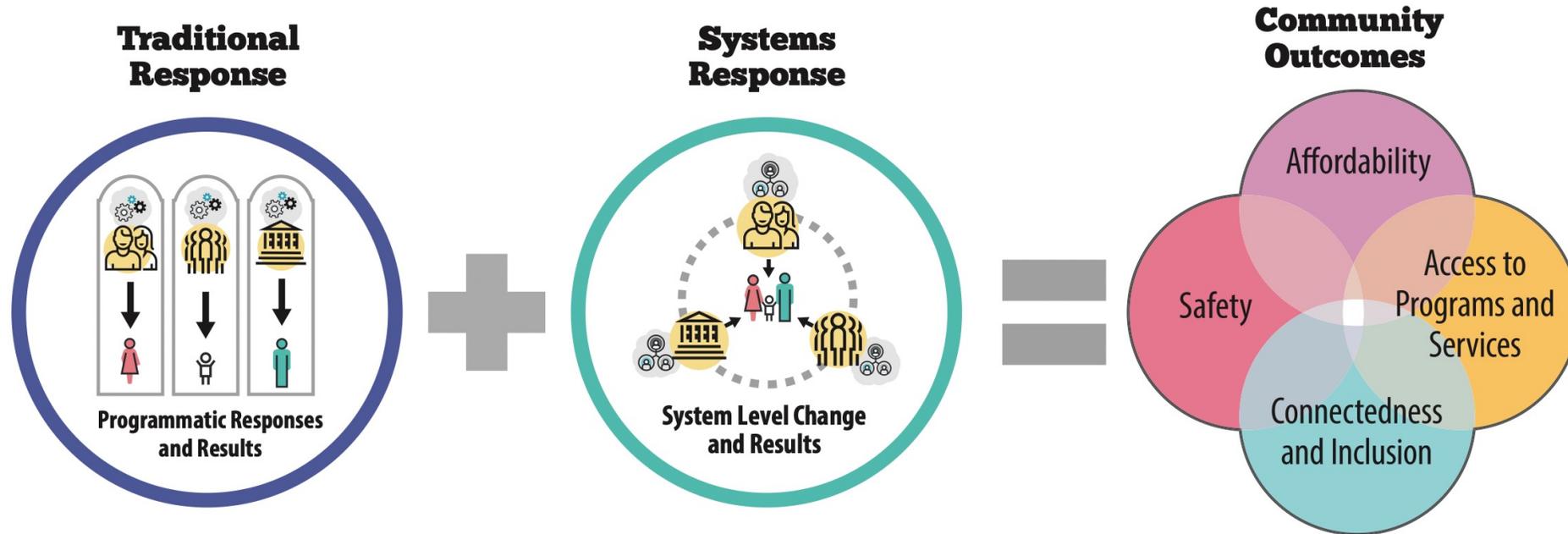
A Formula for Achieving Impact



What are the critical systems and/or human experience shifts is our collaborative focused on wanting to make happen?

SYSTEMS CHANGE EXAMPLE IN ACTION

A SYSTEMS APPROACH TO UNLOCK THE INGENUITY OF COMMUNITY



THE SOCIAL FRAMEWORK | A PLATFORM TO UNLOCK THE INGENUITY OF THE COMMUNITY

The social framework is a platform offering ...”A systems approach recognizes that all social organizations and the individuals within them are connected and form a complex whole. Zooming out to the systems level, when contributing organizations work together to see beyond silos, they can identify areas for greater, system-wide, collective impact. Organizational and system-level impacts will be the focus for the Social Framework.

MINDSET SHIFT | REIMAGINE LEADERSHIP - INDIVIDUAL + COLLABORATIVE



“Human ingenuity and creativity in the face of adversity is what defines us as a species. It’s something we can count on, not a speciality reserved for a few.”

- Al Etmanski, *Six Patterns to Spread Your Social Innovation*

COMMUNITY LEADERSHIP IN DISRUPTIVE TIMES

“Community change leadership requires us to navigate across local and community dynamics.

It calls on us, as changemakers to:

- be courageous
- ask challenging questions
- continue to move forward.”

- Liz Weaver - Co-CEO, Tamarack Institute

[Disruptive Times Require Skilled Changemakers](#)



THE IMPORTANCE OF COMMUNITY LEADERSHIP

“Given the task of rejuvenating a region and the choice of \$ 50 million, or \$ 2 million and 20 committed local leaders, we would choose the smaller amount of money and the committed leaders.”

- McKinsey & Company (1994)



CONVENING | A FUNCTION OF COMMUNITY LEADERSHIP

4 Characteristics of Good Convening

“Dialogue and convening are more than a means to an end. Solutions spread when we move beyond blame, competition, misunderstanding and mistrust “

- *Al Etmanski*
Six Patterns to Spread Your Social Innovation

- **Civility** - more than being polite or courteous it enables us to share our opinions with kindness
- **Personal Agency** – Strive to **bring** out the best in everyone, convene around gifts and engage ideas. People will be committed to act on ideas they’ve had a hand in creating.
- **Hospitality** – Make people feel welcome and comfortable; create environments that foster connection and belonging
- **Curiosity** – “Hold the space” for something new to emerge; “Listen with respect to what the problem is telling us, spot the patterns keeping the system unhealthy and help it heal itself.”

4 LEADERSHIP ROLES TO BUILD COMMUNITY

Traditional Engagement Model



Community Collaboration Model



1. **Consciousness Raiser** – Invest in raising awareness about an issue (e.g. a speakers' series)
2. **Convener** – Host meetings and gatherings where citizens can meet and share ideas
3. **Catalyst** – Make something happen in order to kick-start other actions (e.g. building a plaza to spark economic development)
4. **Facilitator** – Offer high-quality facilitation so meetings are productive and generate action

Source; [Community Building: How to Do It & Why It Matters](#) by Ed Everett

8 LEADERSHIP CAPACITIES FOR COMPLEX SITUATIONS

Leaders working on complex challenges need to be self-aware, strategic thinkers with a unique capacity to engage others to discover meaningful solutions. They are deeply collaborative and know the old ways of command & control won't work.

Stay Grounded	The ability to be fully aware and present in the moment and regain your sense of balance when it is disrupted.	Voice & Space	Being aware of what is needed in a given situation. When is my voice needed? What other voices need to be heard? How am I impacting others with how I am showing up?
Listening	The ability to listen openly and deeply and enables us to hear and encourage new possibilities.	Awareness of Power	Awareness of the dynamics of power in relationships, how issues are viewed, how actions are taken and how systems and structures we work in
Asking Powerful Questions	Embracing curiosity over assumptions and control. Having the bravery to ask questions that may disrupt the status quo.	Zoom In Zoom Out	The ability to zoom in and be present in a task and also zoom out to notice how your actions align with a larger purpose and notice the patterns emerging
Compassion	Ability to reflect on oneself and others without judgement	Systems Awareness	Ability to see the bigger picture, the relationships impacting the whole and their interconnections to make informed decisions.

Source: [Leadership Capacities](#) by Colab

RECOGNIZE ALL EXPERTISE



- **Content Experts** are professionals, staff in your organization, service providers, and leaders with formal power who have the knowledge, tools, and resources to address the issue.
- **Context Experts** are community members who experientially know about the issue and feel the impact it has on their everyday lives. These are individuals who know the issue intimately and experience it day to day.

RECOGNIZE ALL EXPERTISE | PROMPTING QUESTIONS

1. What are the **direct benefits** for community members in this process?
2. How can we **empower people** with opportunities to share their stories, and for others to listen deeply?
3. How can we provide context experts with the **ability to shape the outcomes**?
4. How can we **honour the time** and **talent** of context experts?
5. How can we **remove barriers** to participation?
6. How can we provide opportunities for community members to continue to **build their skills and capacity**?

RECOGNIZE ALL EXPERTISE

**“We value learned experiences but
discount lived experiences.”**

- George Aye | Greater Good Studio

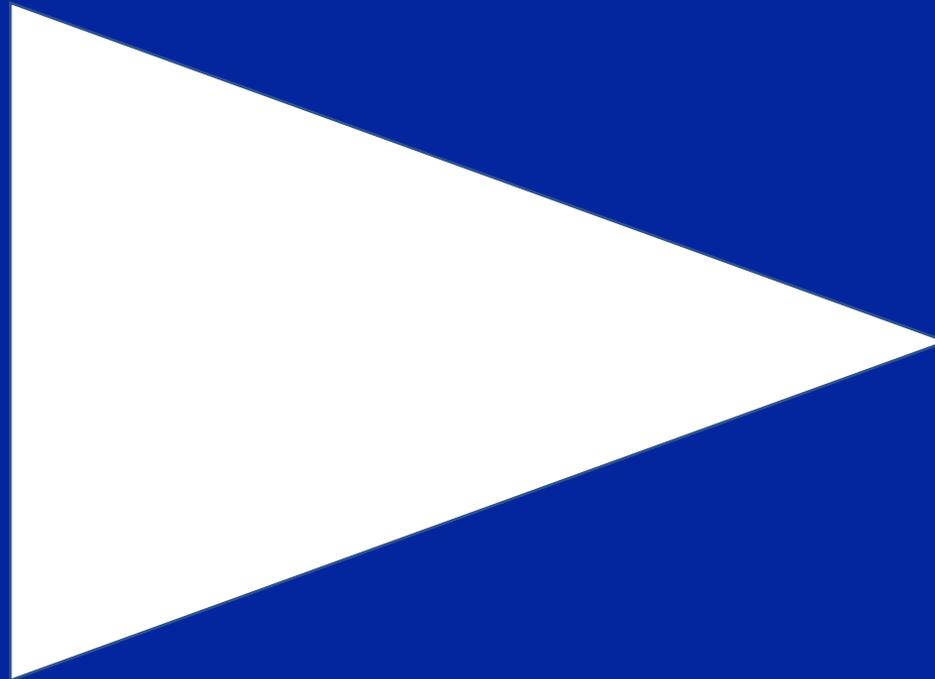
**How might context expertise
be valued in your work?**

UNDERSTAND POWER

- Power is your ability to shape an outcome.
- There are situations where you'll be the person with more power, and situations where you have less power.
- Notice how you use your power, and how you respond when you feel powerless. Use this to make better decisions.

POWER ASYMMETRY

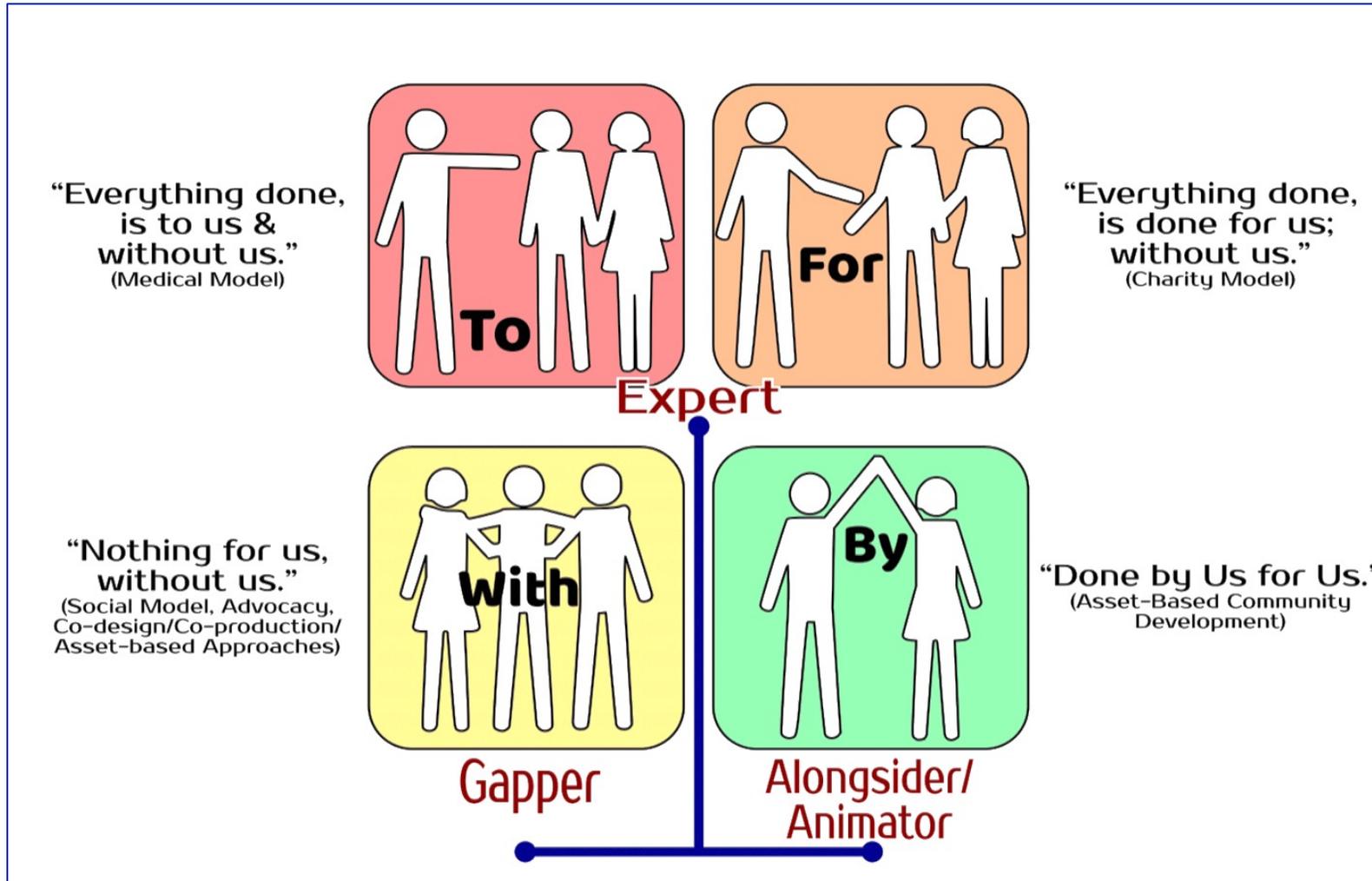
Law Enforcement
Doctors
Employers
Funders
Teachers
Landlords
Local Government
Leadership



Detainees
Patients
Employees
Grantees
Students
Renters
Community
Front-line staff

SOURCE: George Aye | Greater Good Studio

UNDERSTAND POWER



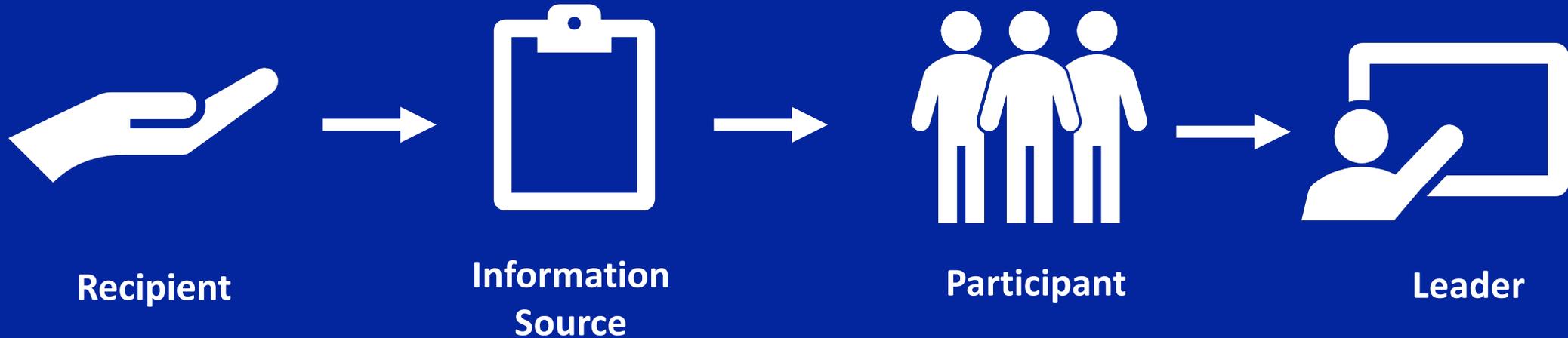
Source: Cormac Russell, [Nurture Development](#)

FOUNDATIONAL IDEA | UNDERSTAND POWER

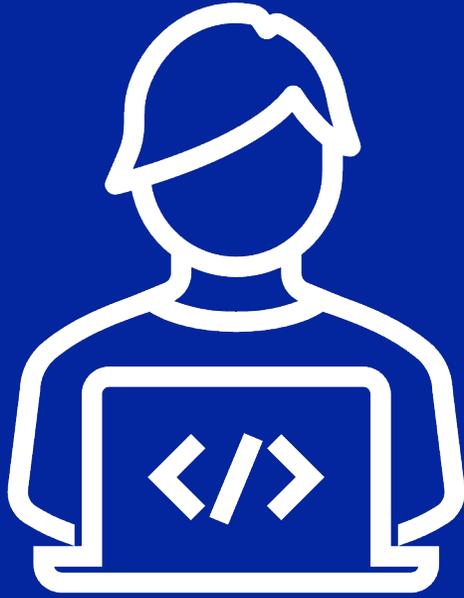
The people with the least power are often closest to the problem.

How might your work build or balance power?

EVOLVING THE ROLE OF THE COMMUNITY



REIMAGING THE ROLE OF ORGANIZATIONS



The "Doer"



The Catalyst & Facilitator

SUPPORT RESIDENTS & ORGANIZATIONS TO WORK WELL TOGETHER



- Residents speak in stories
- Organizations and systems respond to patterns and themes

How can we distill the common patterns and themes of individual stories and share them in ways that our “systems” can hear and act?



- **Comments?**
- **Questions?**
- **Insights?**

PUTTING THEORY INTO PRACTICE

TRIZ

Liberating Structures



Find more Tools and Resources at:
<https://www.tamarackcommunity.ca/tools/triz>

TRIZ| A TOOL TO SURFACE MENTAL BLINDERS

- **Focus of This Tool** – TRIZ is used to identify counter-productive activities and behaviors to make space for innovation. It explores the question: *What must we **stop doing** to make progress on our deepest purpose?* in a fun way.
- **Why it Works** – TRIZ encourages a group to let go of what it knows – but rarely admits – limits its success by inviting “creative destruction”
- **What Makes This Tool Unique** – TRIZ uses humour and fun to safely bring forward “sacred cows” & taboo issues so they can be addressed.

Every act of creation is first
an act of destruction.

– *Pablo Picasso*

TRIZ STEP 1 | WORST POSSIBLE SYSTEM

In your small group you will have **5 minutes** to:

BRAINSTORM...

- How can we design a diversity project that guarantees the **absolute worst possible experience** and **outcomes** for those we serve?
- How can we ensure that the project **wastes lots of resources** and **produces minimal results**?

TRIZ STEP 2 | REALITY CHECK

In your small group, now take **5 minutes** to:

REVIEW YOUR LIST AND IDENTIFY...

- Any item on your list that resembles – even just a little - a **current behavior** or **practice**?
- Be unforgiving!
- Move these items into column #2 on your mural

TRIZ STEP 3 | WHAT CAN I/WE STOP?

In your small group, now take **5 minutes** to:

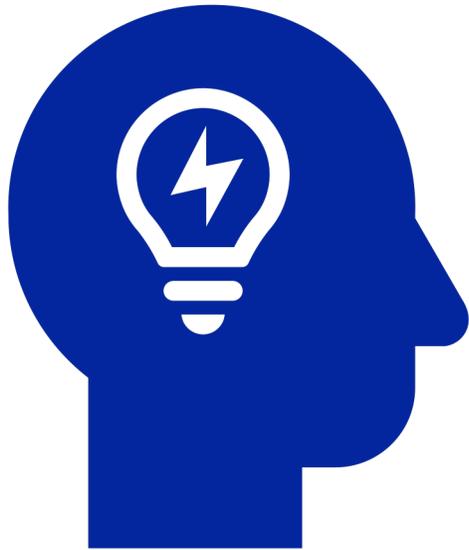
DISCUSS...

- What can you **personally** STOP doing?
- What can **your organization** STOP doing?
- What **policies** or **practices** can be CHANGED?



- **Comments?**
- **Questions?**
- **Insights?**

FINAL REFLECTION...



Share - in the chatbox - **one idea** you learned today that you will **apply in your work**?

