



THE CIVIC CANOPY

THE MANY WORKING AS ONE FOR THE GOOD OF ALL

Canopy Associates Training 4: Getting to Results

September 4, 2018







Training Outcomes

- Participants will understand a results-based approach including population-level results, performance indicators and strategies developed to “Turn the Curve.”
- Participants will understand the difference between adaptive strategies and emergent solutions.
- Participants will understand the key elements in developing an Action Map and a scoreboard for measuring results.
- Participants will leave with tips and tools they can use to sustain action team work within a results-based framework.



Presentation in Brief

 <p>Results <small>What are we striving to achieve?</small></p>	 <p>Turn the Curve Thinking <small>Case Study and Practice</small></p>
 <p>Prowers County, CO</p>	 <p>Sustaining Action Toward Results <small>Technical, Adaptive, and Emergent Solutions</small></p>

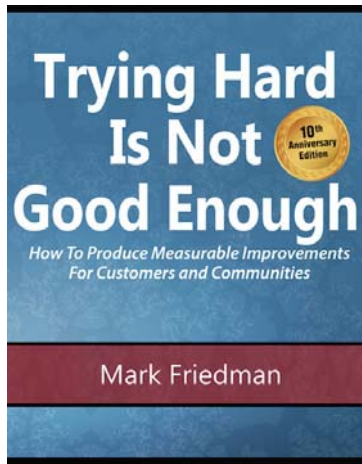
Results

What are we striving to achieve?

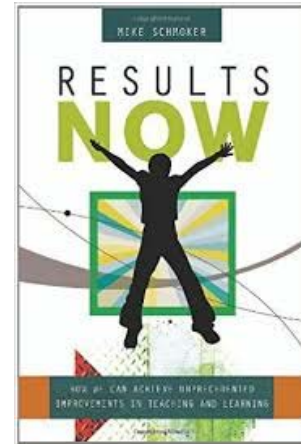




Based on the work of:



www.clearimpact.com



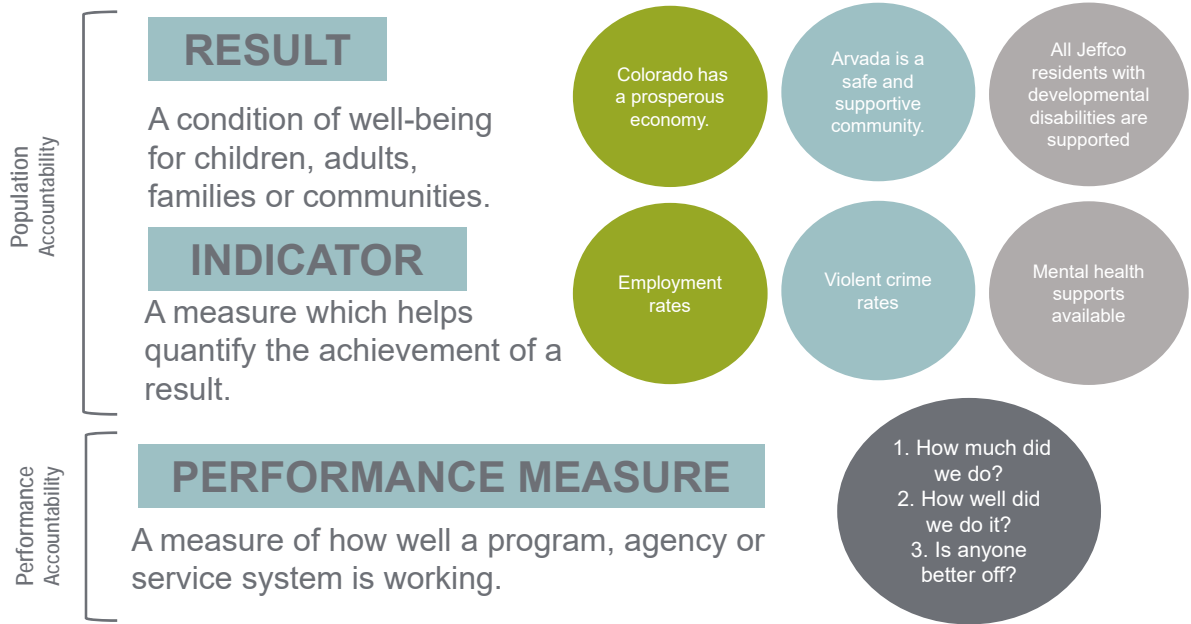
**WE'RE LOST,
BUT WE'RE
MAKING GOOD
TIME.**



Yogi Berra
Baseball Manager
(Born 1925)

Quotehd.com

Key Definitions



Language Discussion

Always go back to the original idea:

Ideas	Group 1	Group 2	Group 3
1. A condition of well-being for children, adults, families and the community.	RESULT	OUTCOME	GOAL





Population & Performance Accountability

POPULATION Accountability
is about the well-being of
WHOLE Populations

For Communities – Cities – Counties – States - Nations

PERFORMANCE Accountability
is about the well-being of
CLIENT Populations

For Programs – Agencies – and Service Systems



Key Distinction

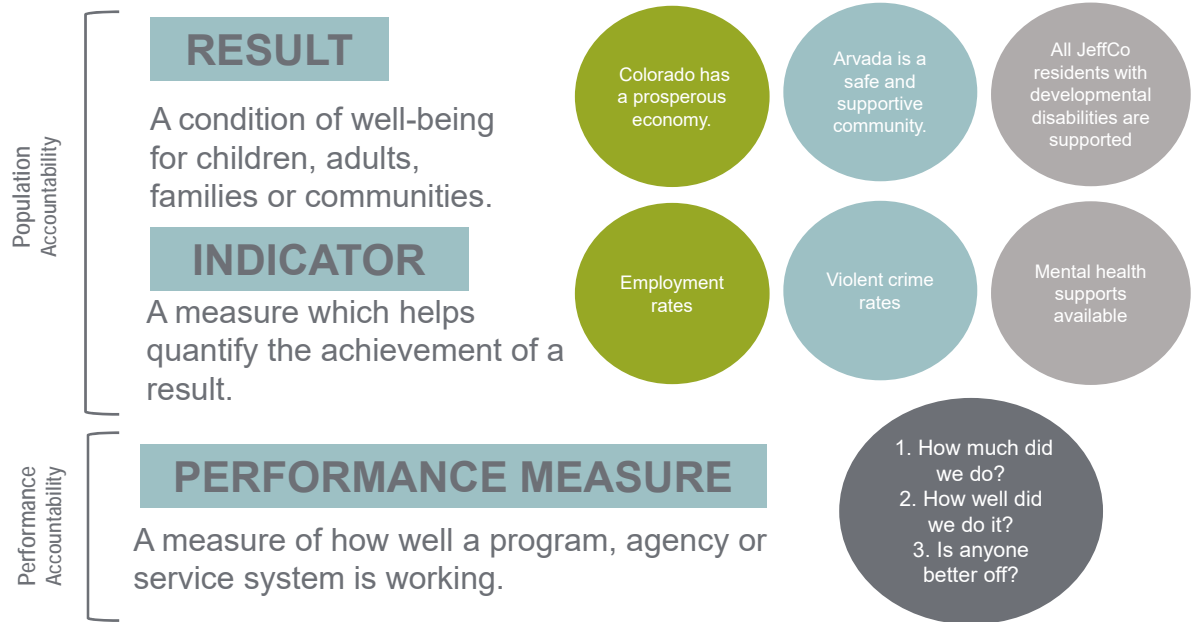
Results & Indicators

are about the **ends** you want to see.

Performance Measures

are about the **means** to get there.

Key Definitions



Pop Quiz!

1. % of population in poverty **INDICATOR**
2. Children are ready for school **RESULT**
3. Attendance rates for afterschool programs **PERFORMANCE MEASURE**
4. % of students graduating high school **INDICATOR**
5. Residents eat healthy foods **RESULT**
6. % who rated a training "excellent" **PERFORMANCE MEASURE**
7. Number of meals served at food bank **PERFORMANCE MEASURE**
8. Children live in safe, stable, and supportive families and communities **RESULT**

Turn the Curve Thinking



Case Study and Practice

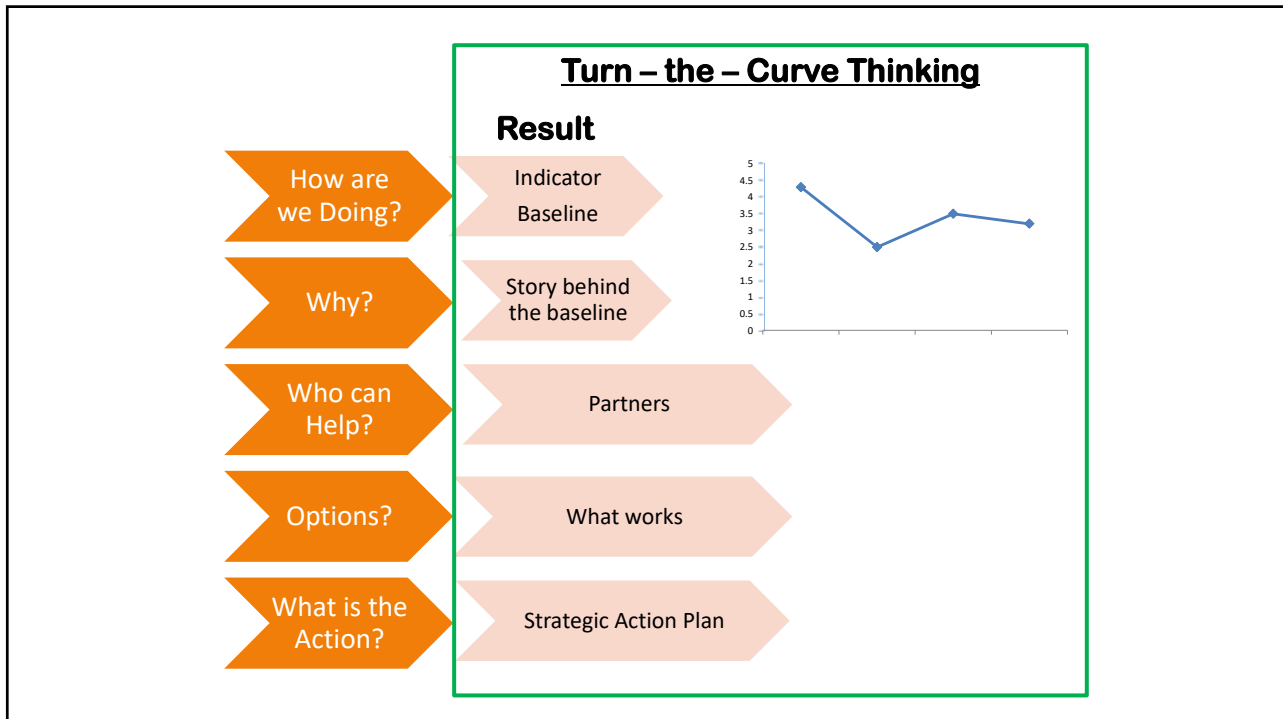
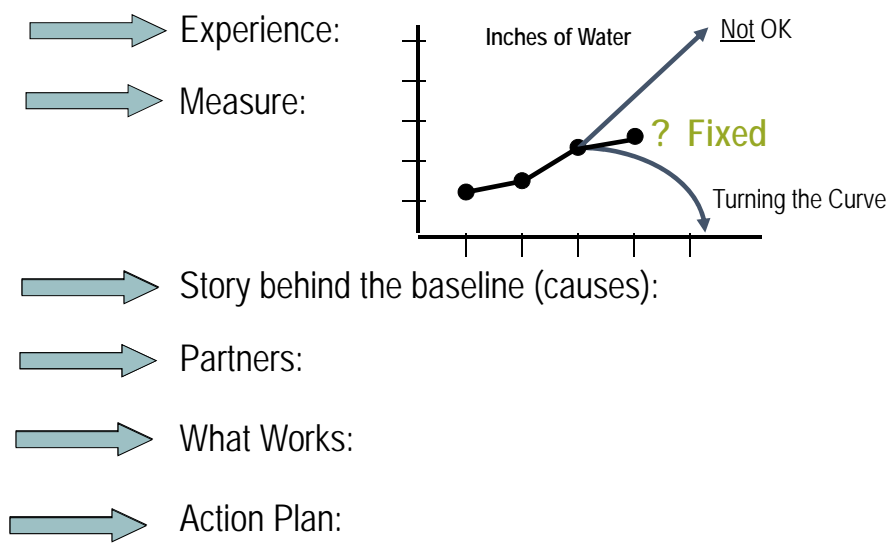


Turn the Curve

**“Getting from
Talk to Action”**



Results Thinking in Everyday Life: A Leaking Roof





Prowers County, CO



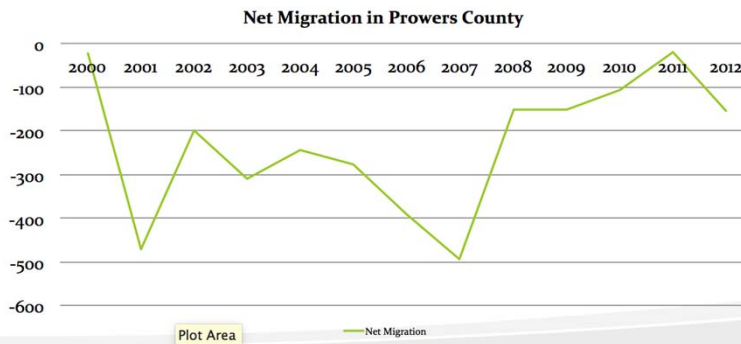
Turn the Curve Example: Prowers County

RESULT FAMILIES CHOOSE TO STAY, LIVE AND INVEST IN PROWERS COUNTY	INDICATORS 1. LIVABILITY 2. NET MIGRATION RATES	DATA 								
STORY BEHIND THE DATA <hr/> <hr/> <hr/>										
PARTNERS <ul style="list-style-type: none"> • • • • 	WHAT WORKS TO TURN THE CURVE? 	ACTION PLAN <table border="1"> <thead> <tr> <th>WHO</th> <th>DOES</th> <th>WHAT</th> <th>BY WHEN</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	WHO	DOES	WHAT	BY WHEN				
WHO	DOES	WHAT	BY WHEN							

Turn the Curve Example: Prowers County



Net Migration



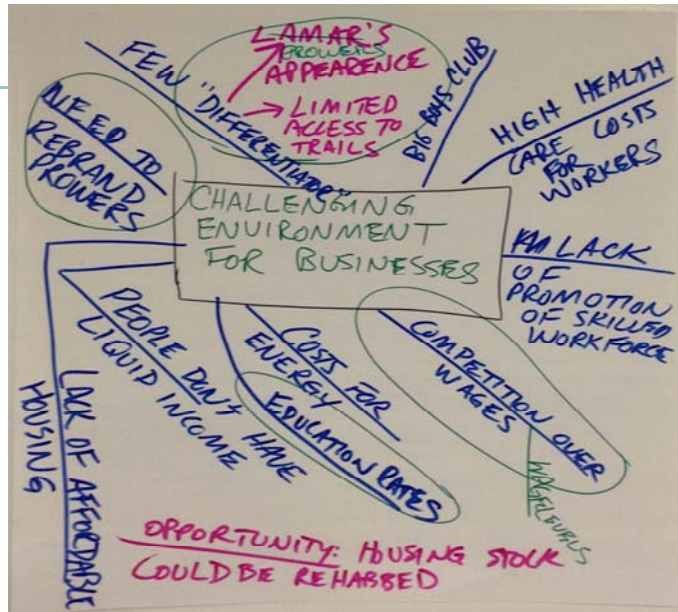
Turn the Curve Example: Prowers County



STORY BEHIND THE DATA

- NEO PLANT CLOSES IN 2000, 2006
- COAL PLANT ~~OPENS~~ BUILT IN 2008
- RECESSION IN 2007 BROUGHT FOLKS BACK - CHEAP PLACE
- PEOPLE MOVE IN W/ PARENTS
- LOST MIGRANT WORKERS FROM LYSTERIA
- TECHNOLOGY → REPLACES WORKERS
- PASSAGE OF IMMIGRATION WORKERS
- NOT A LOT OF JOBS THOSE WE HAVE ARE MINIMUM WAGE → STEPPING STONE
- LACK DIFFERENTIATION

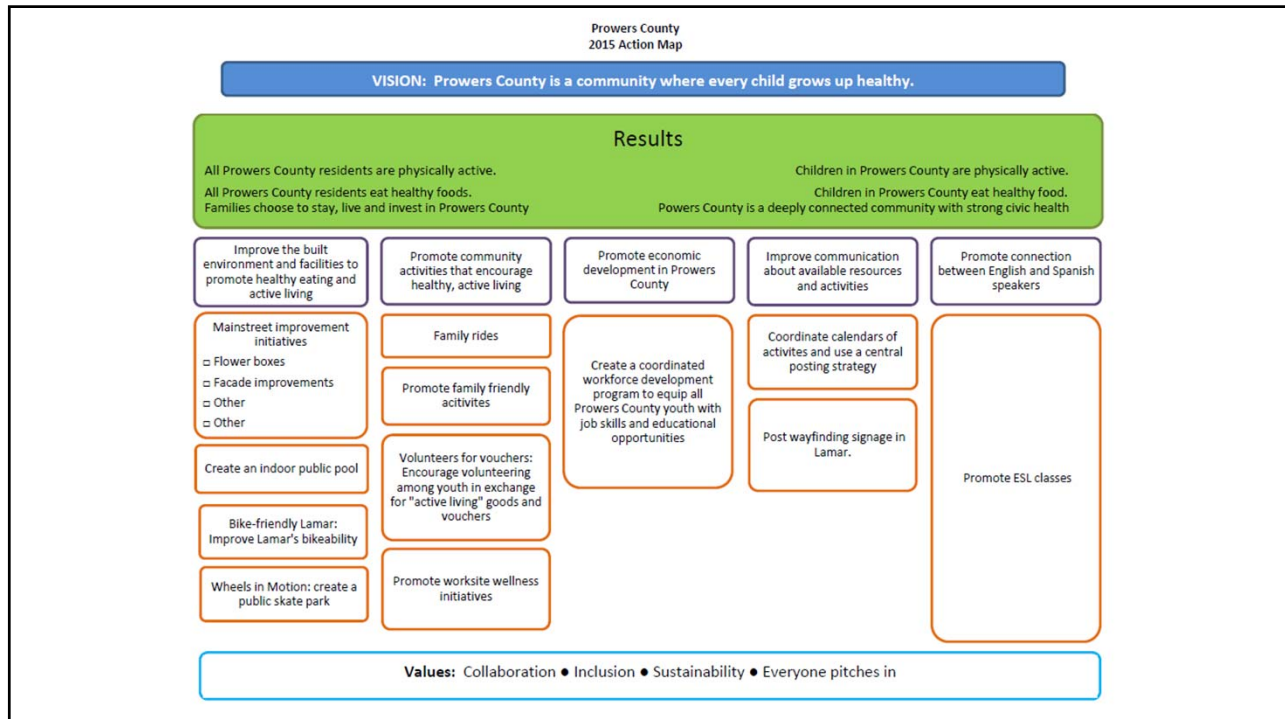
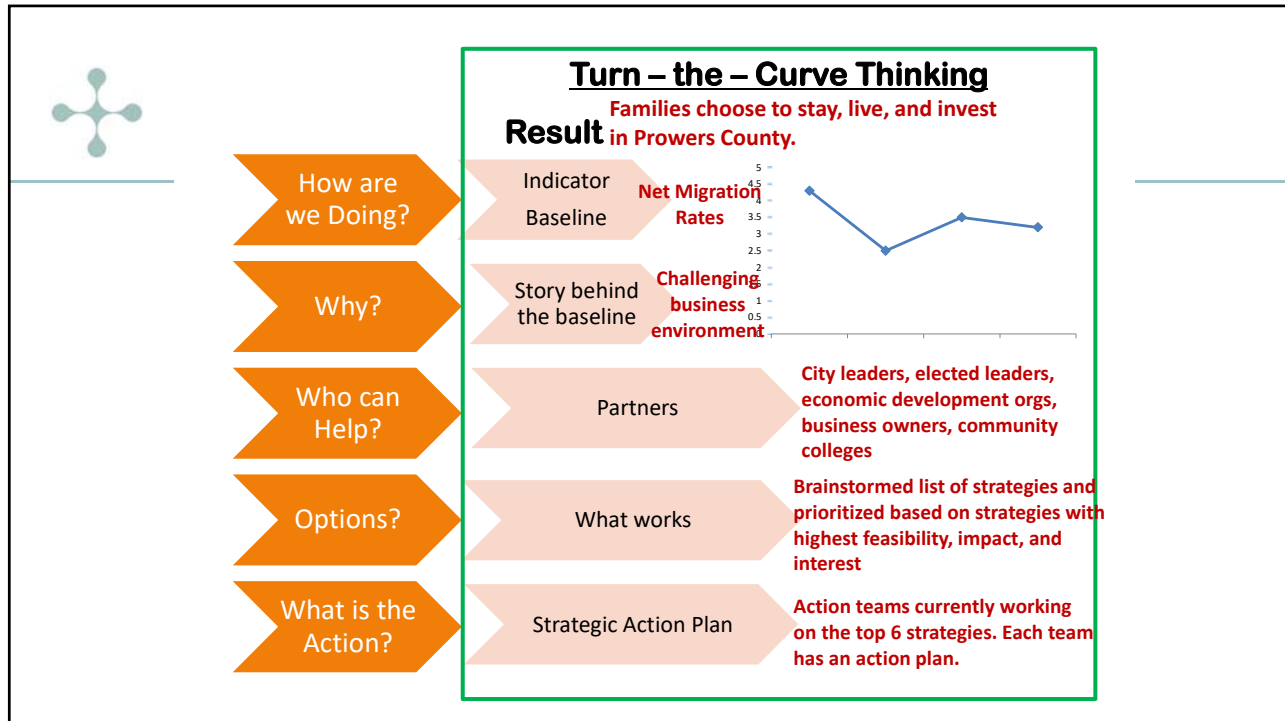
Turn the Curve Example: Prowers County



Turn the Curve Example: Prowers County



- STRATEGIES
1. NEIGHBORHOOD BLOCK PARTY, CLEAN UP, MOVIE (5)
 2. ENCOURAGE BIZ OWNERS TO INCENTIVIZE IMPROVE BIZ APPEARANCE (8)
 3. GIVE TAX INCENTIVES TO NEW BUSINESSES - TECH HUB (2)
 4. DO NEEDS ASSESSMENT OF SKILLS, WORK WITH COLLEGE TO TRAIN EMPLOYEES (9)
 5. SERVICE PROJECTS FOR BOY/GIRL SCOUTS, SERVICE CLUBS TO HELP BIZ SPRUCE UP (MAKE GRAD REQUIREMENT) (5)
 6. WAY FINDING SIGNAGE - SHOUT OUT WHAT WE DO HAVE! (10)





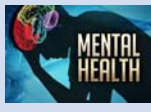


Sustaining Action Toward Results

Technical, Adaptive, and Emergent Solutions



Problem Types and Solution Orientations

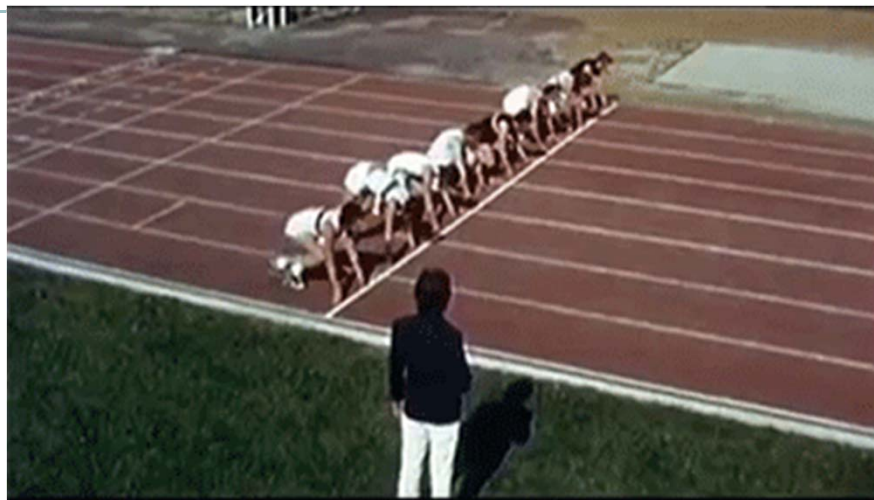
Definition of Problem	Definition of Solution	Kind of Challenge	Type of Solution	Examples
Clear	Clear	Simple	Technical Problem Solving	
Clear	Unclear	Complicated	Adaptive Strategy	
Unclear	Unclear	Complex	Emergent Solutions	

Adapted from Ron Heifetz, *Leadership Without Easy Answers*, 1994, and Fourth Quadrant Partners, *A Whole Greater Than Its Parts*, 2018.

✦ Ready for Action, But. . .

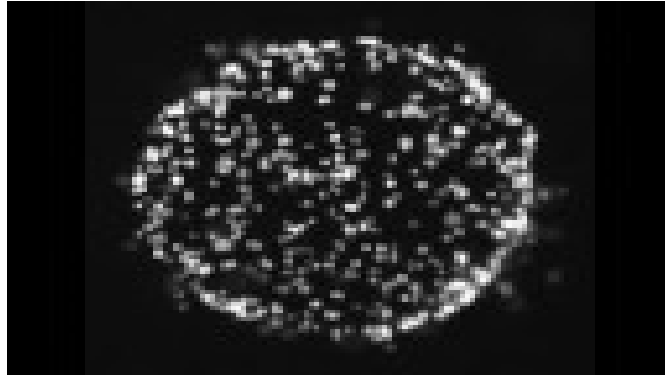


✦ Ready for Action, But. . .



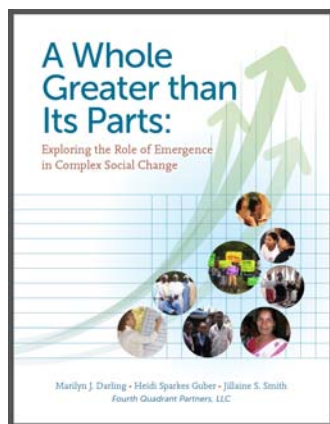


Slime Mold as Emergent Solution



Emergent Solutions

Fourth Quadrant Partners



[Download report](#)

- **Line of sight**—focus on shared results, and link actions to those results
- **Freedom to experiment**—allow actors to choose their own strategies as hypotheses on how best to achieve results, and track data to test hypotheses
- **Return learning to the system**—structured learning processes for all actors to share their results and learn from each other



Comparing Adaptive and Emergent

Adaptive Strategies

- Chess: Each actor controls and adapts strategy based on opponent's response
- World War II: Generals develop battle plans, troops execute, Generals adapt global response based on enemy response
- Marching Band: Precise movements choreographed and practiced in advance

Emergent Solutions

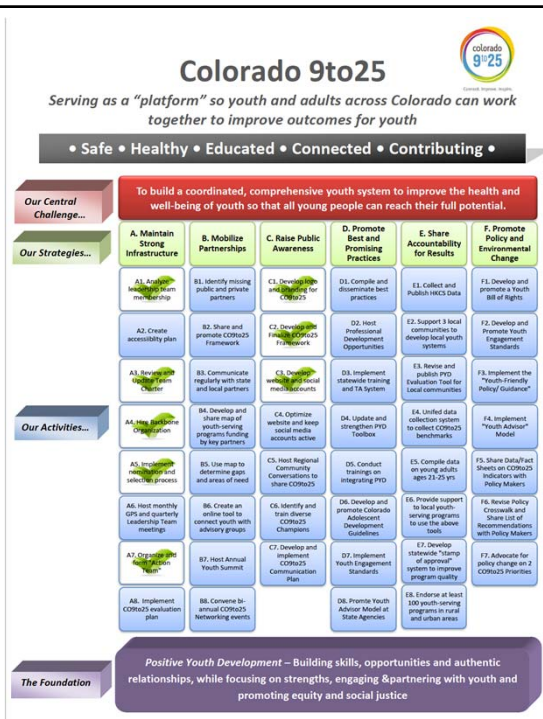
- Sports Teams: Coach sets game plan, but each player is part of creating overall team response
- Afghanistan: Generals develop strategy, troops encounter enemy response and must invent local solutions
- Jazz Band: Interaction of players creates new songs each time

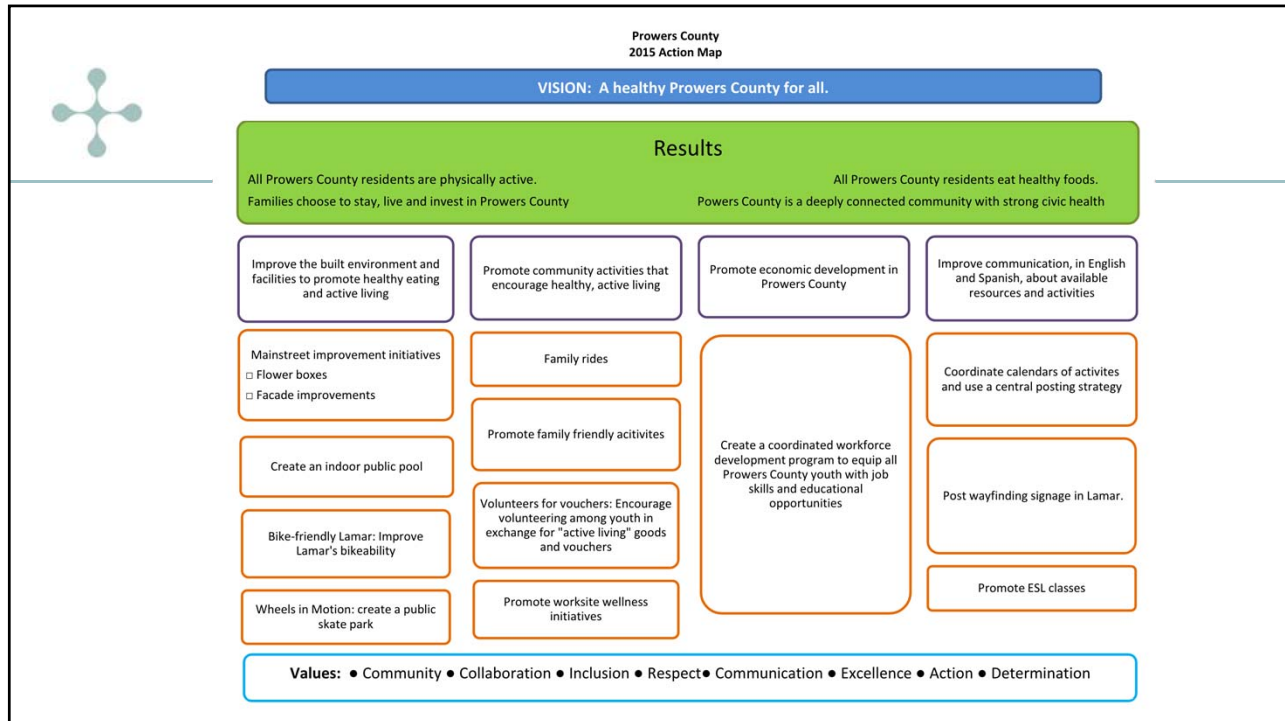
Action Map Characteristics

Allows actors to choose how they want to participate

Builds in accountability to shared results—each action team is “testing a hypothesis” as part of the larger experimental effort

Network sets population results and indicators, action teams set and monitor performance measures





Establishing Performance Measures

Strategy	Performance Measure	Result/Indicator
Provide afterschool tutoring for lowest performing readers	<ul style="list-style-type: none"> Recruit 50 Tutors Improve scores on monthly tests 	School Success: All 3 rd Graders are proficient in reading
Incentivize local entrepreneurs to create technology jobs	Support 10 SLV residents to enroll in a Tech Star course	Thriving economy that provides living wages to all

Which do you prefer?

HOME 09:09 **GUEST**

PERIOD 4

FOULS 00 SHOT CLOCK :17 FOULS 05

• BONUS • POSS • BONUS •

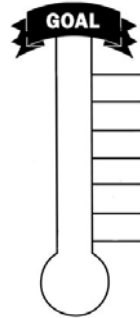
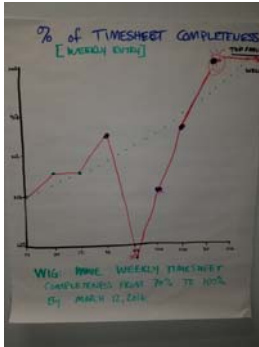
No	BATSMEN	C	B	SC	BATSMEN AT WICKET	No	FIELDERS	W	RUNS	O	WICKETS
1	M.ATHERTON	LBW	09	00	11	00	1	D.HAYNES			00
2	K.SYEWART		09	18	EX	07*	2	R.RICHARDSON			01
3	A.RAMPRAKASH	ROU		01			3	B.LARA			05
4	R.SMITH		09	00	09	06	4	J.MURRAY			21
5	D.HICK		04	09	06		5	J.ADAMS			26
6	G.THORPE		09	03			6	CHANDRAPAUL			27
7	T.SALISBURY		03	11	00		7	R.ARTHURTON			37
8	J.RUSSELL		12	09	04		8	W.BENJAMIN			40
9	C.LEWIS		08	11	06		9	C.AMBROSE	6	24	45
10	A.CADDICK		03	11	01		10	BENJAMIN.K			46
11	A.FRASER						11	C.WALSH			OVERS
12							12				20
					TOTAL						
					WINDIE	252					
					ENGLAND	328					
					ZIMBABWE	269					
					REMAINING OVERS						





Good Scoreboards:

- Provide a very limited set of critical data relevant to project success
- Tell you very quickly if you are winning or losing
- Motivate you to score more points going forward
- Can be very simple (paper) or more complicated (digital)



Suggestions for Sustaining Momentum

- Action teams continue to work and track progress
- Core Team continues to meet monthly to coordinate among groups
 - Expand to include reps from all action teams and other voices in the community
- Ongoing communication about progress across the work groups
- Work toward an annual community gathering when the time is right to update baseline data and review progress



Team Routines

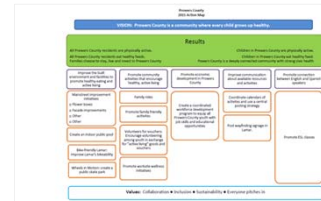
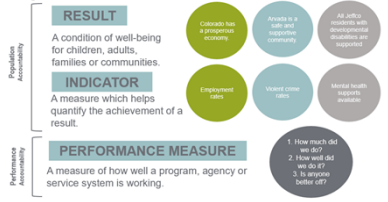
- Check in regularly for short periods of time to ensure the work is moving forward
 - Get all contact info for group on sheet
 - Establish a Lead or Co-Leads (designate on sheet)
 - Set a regular time to connect
 - Set a regular number to call or a place to meet
- Keep it simple:
 - What did we say we would do
 - What happened
 - What do we do next
- Make it easy
 - Set a regular schedule for action team meetings
 - 20 minute conference calls are often helpful as quick check ins in between monthly meetings



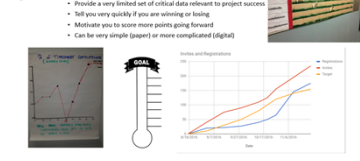
Let's Review...



Key Definitions




Good Scoreboards:





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A PRODUCT OF THE CIVIC CANOPY

Find People and Networks About  Bill Fulton



Strengthening Working Families Initiative

AMBA/NETS.COM

STRENGTHENING WORKING FAMILIES INITIATIVE (SWFI) CHILD CARE LEARNING COMMUNITY

SWFI
DOCUMENTS
MEETINGS
ACTIONS
OUTCOMES
MEMBERS

Filter
→ Create Affiliated Network

ABOUT

The purpose of the SWFI Child Care Learning Community is to identify systemic barriers to childcare - including cost, quality and service capacity - for low-income parents in the Denver-Adams-Arapahoe region seeking employment and career advancement, and to ascertain potential solutions.

DOCUMENTS See All

Map of Learning Community Process

Revised 7/05/18

MEETINGS See All

10 Sep Learning Community Meeting

1:00pm


710 Alton Way Denver CO 80230

ACTIONS


ACTION	USER	DUK DATE	STATUS
Develop Statement for Workgroup	Janel Hight	2018-02-15	Completed
Reach out to partner	Meghan Chaney	2018-03-13	Not Started
Invite new members	Unassigned	2018-03-13	In Progress
Next Steps	Unassigned	2018-05-07	Not Started

→ Add Action → See All


AFFILIATED NETWORKS




Increasing Awareness of Queer...




Expanding Availability of Queer...



SWFI Child Care Economics Act




Public Policy Action Group



SWFI Planning Team

Network Coordinator



Meghan Chaney

Contact Coordinator

Network Locations

[Adams County](#)

[Arapahoe County](#)

[Denver County](#)

Issue Areas

[Education](#)