

# THE **INS** GROUP PLAYBOOK



GOAL: Work together to win together.

## A Message from Our Head Coach

*“The whole is greater than the sum of its parts.”*

-- Aristotle

The above quote from Aristotle may seem slightly cliché, but it is the true embodiment of the meaning of collective impact. It is a model of collaboration that brings together diverse stakeholders from different sectors and backgrounds with the goal of achieving sustainable, positive change that would not be possible through the work of any one organization alone.

I am excited to begin 2023 with the seventh edition of our Playbook. I hope this issue, focused on collective impact as a best practice for cross-sector community engagement and capacity building, also inspires you in the new year.

In our first article, we explore the history of collective impact and its evolution over the past decade to include community and focus on centering equity. We also share research that explores whether a collective impact approach is having a meaningful impact. We invite you to review our *Take Five* activity to further explore the role of equity in collective impact and watch a webinar from the Collective Impact Forum about the updated definition and growth of the framework.

Several of our clients are utilizing the collective impact model and creating positive change within their communities. Our client feature highlights one organization, CommunityWorx, and its impact in the Triangle over the past seven decades. Plus, learn about their need to shift their revenue-generating strategy during COVID-19, which led them to reach out to The INS Group to assist with the development of a strategic fund plan.

It is so uplifting to see the adoption of the collective impact framework and to see funders and foundations recognize the true impact it can have when organizations and communities work together. I enjoy facilitating the collective impact process for our clients and am excited to see its adoption grow. I encourage you to reach out to us for a complimentary consultation if you are interested in learning more about how collective impact could work for your organization.

*Ruth A. Peebles*

**Ruth Peebles, MPA**  
President & Founder

## A Decade of Collective Impact and its Shift to Centering Equity

Collective impact is a strategy for tackling complex social problems. It involves bringing together diverse groups—including non-profit organizations and government agencies—to address a common challenge and accomplish collectively what they could not achieve individually. In this article, we will explore the history of collective impact, its development and evolution, and how centering equity sits at the core of a successful collective impact approach over a decade later. While collective impact as a concept has existed for several decades, it was widely introduced and presented as a structured framework in 2011 by FSG managing directors John Kania and Mark Kramer in the Stanford Social Innovation Review (SSIR) article “Collective Impact.”

[Read More](#)



## The Stats Are In...

In late 2018, ORS Impact and Spark Policy Institute conducted an in-depth study, commissioned by the [Collective Impact Forum](#), to determine if and how collective impact leads to population changes. Examining 25 initiatives in different focus areas, the study looked at the outcomes of collective impact and the development and application of the collective impact approach, with a specific emphasis on equity.

The findings of the study were published in the report, "[When Collective Impact Has an Impact](#)." Out of the 25 study sites, **20 reported at least one meaningful population shift**. Of those, **65% had at least one change that "could be expected" to promote equity**, such as decreasing the homelessness rate among chronically homeless individuals; increasing graduation rates and post-secondary certifications for targeted populations; increasing the number of jobs and workforce development opportunities for targeted populations; or increasing food access and employment for low-income workers.

## Take

Did you know it has been over ten years since the collective impact framework was [first introduced](#) by the Stanford Social Innovation Review? Since its publication, the framework has evolved and expanded to engage community members and center equity at its core.

Take a timeout to explore the role of diversity in collective impact by reading "[Centering Equity in Collective Impact](#)," an updated publication on collective impact from SSIR. Then, view the [Collective Impact Forum's webinar](#) based on the article for more discussion about the updated definition of collective impact and strategies to ensure equity is at the center of your work.



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Please reach out for a free consultation to learn how our custom solutions fit your needs.

*\*The information shared in the Playbook is for educational purposes only and does not constitute medical advice.*

## Key Plays

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## Furthering Collective Impact Through Strategic Fund Development Hiring and Succession Planning

Founded in 1952 as PTA Thrift Shop, the organization now known as CommunityWorx has been serving as a catalyst and connector in the Chapel Hill-Carrboro community for the past 70 years. Within these seven decades, CommunityWorx has been able to make an impressive impact surrounding its mission "to enrich lives by building collaborative partnerships and transforming charitable donation into educational and community investments."

Based on the mission and impact of CommunityWorx, it is evident that the organization is an exemplary model of a successful Collective Impact framework in action. According to CommunityWorx President and CEO Barbara Jessie-Black, Collective Impact may look slightly different for them as a social enterprise versus a direct service organization since they serve as facilitators:

*In some parts of the nonprofit sector, it is about creating this holistic environment with several organizations that are providing direct services and then having that collective impact. For us, we look at collective impact through our community partners and how we engage with those partners to have the most impact on a scale that has this ripple effect.*

For example, CommunityWorx has relationships with organizations that provide direct services, allowing them to help those organizations with their clients in crisis through in-kind or direct resource sharing. Through programs such as YouthWorx on Main, CommunityWorx can also provide safe, collaborative spaces along with best practices to help youth-serving nonprofits further "improve the lives of under-resourced youth in the Triangle region of North Carolina."

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