Developing Regional Talent Strategies: Putting the Pieces Together

Presented by: Keenan D. Grenell, Ph.D.
Course Outline

1. Define an Idea Lab
2. Solving the talent problem through collaboration
3. Types of collaboration
4. Scaling up a collective success model
5. How to best support the collective success model
6. Forward
7. Conclusion
What’s an Idea Lab
Idea Lab Defined

• An Idea lab is “inclusive strategic engagement process used to bring a varied issue stakeholders (thought leaders) together to collaboratively come up with “IDEAS” that communicates Lab participants points of view/perspectives on a policy issue.
Idea Lab Benefits

A. Allow participants to address challenging issues/topics/concerns through accelerated strategic planning.

B. Participants are engaged based on the value and belief that knowledge and action is power that can shift tide of competition and clears the pathways to commission collective actions and prosperity.
Idea Lab Structure

1. Issue identification and agenda.

2. Group discussion based on the issue(s) identified and the agreed upon agenda for strategic deliberations.

3. Case study/white paper development.
Collaboration as a talent problem solving tactic
Types of Collaboration

1. Funder Collaboration
2. Public-Private Partnerships
3. Multi-Stakeholder Initiatives
4. Social Sector Networks
5. Collective Impact Initiatives
Funder collaboration

• Pooled resources by groups of funders who are interested in the same issue.

• Participants usually don’t adopt an overarching evidenced-based plan of action or a shared measurement system.

• Participants do not engage in differentiated activities beyond check writing or engage stakeholders from other sectors.
Public private partnerships

• Partnerships formed between government and private sector organizations to deliver specific services or benefits.

• Activities are often narrowly targeted.

• Don’t engage a full set of stakeholders that affect the issue.
Multi-stakeholder initiatives

• Voluntary activities by stakeholders from different around a common theme.

• Initiatives lack and shared measurement of impact.

• Initiatives lack a supporting infrastructure to forge and true alignment of efforts or accountability for results.
Social sector networks

• Groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal.

• Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short-term actions, rather than a sustained and structured initiative.
Collective impact initiatives

• Long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific problem.

• Actions are supported by a shared measurement system, mutually reinforced activities, and ongoing communication, and are staffed by an independent backbone organizations.
5 Conditions for Collective Success

- Common Agenda
- Shared Measurement System
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations
Common Agenda
Common Agenda: Tides that bind!

• Shared vision.
• Knowing the real differences.
• Resolve the differences (discuss them).
• Agreement on the primary goals for collective impact.
• Establish workable cross-sector initiatives.
• Initiatives must have the potential to cause re-alignment among funders.
Shared Measurement System
Trust the data!

• Agreement on the ways that success will be measured.

• Commitment on collecting data and measuring results consistently on a short list of indicators at the community level and across participating organizations.

• Commitment to measure results on the same criteria and use only evidenced-based decision making

• Spot patterns, find solutions and implement them rapidly.
Mutually Reinforcing Activities
Flood the system with purpose!

• Each participant must undertake a specific set of activities at which it excels that supports and is coordinated with the action of others.
• Each participant activity must fit into the overarching plan and demonstrate an understanding that collectively everyone wins!
• Act independently but remain connected and committed to the common agenda.
• Trust the data the results from the shared measurement of results.
Continuous Communication
The art of staying connected!

• Develop trust.
• Respect the agendas of other participants. Give them time to see themselves in the process and what they want matters to others.
• Develop a unifying common vocabulary. The language of the collective.
• Outside help can often balance the game of relationship building.
• Use technology to stay connected (web-based tools).
• Learning and problem solving are the dominate group values.
Varied Organizations in the Ecosystem

[Image of various organization logos: UAW, National Rifle Association, The Salvation Army, Greenpeace, AARP, YWCA, BBB, Independent Insurance Agent, Yamaha Music Foundation]
Backbone Support Organizations

- Create an organization that is going to do the following:
  1. Project/initiative management
  2. Data management
  3. Facilitator
Funding
Advancing a best practice
Forward
Conclusion

• What have we **learned**?

• What can we **strategically do** and how soon?

• Who will we **partner** with to do something?