Community Engagement IMPACT Practice Model

Intelligence

Trust

Prospect

Community Engagement **IMPACT** Practice Model
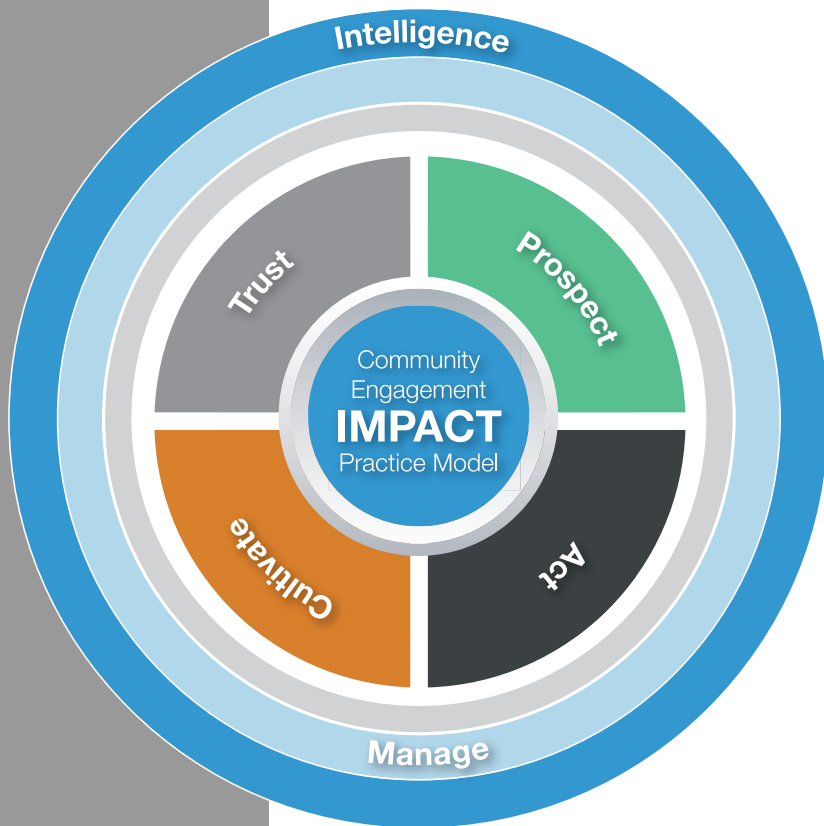
Cultivate

Act

Manage

Theory of Community Engagement

Guiding Principles and IMPACT Practice Model

The Colorado Health Foundation's singular focus is to bring health in reach for all Coloradans. At the Foundation, community engagement is a cornerstone of the work we do. It's both an outcome we strive for, and a process we orient our staff and work around. It involves working at all levels of community, from grass top leaders to systems to residents with the highest needs. Program officers and philanthropy team leadership lead much of this engagement, being uniquely positioned to thoroughly understand community life, no matter the size, diversity or localized impact of poverty.

Within the field of strategic philanthropy, some foundations are producing an evolved program officer role that is designed to deeply reinforce organizational mission and priorities through a clear model of community engagement practices. To effectively expand our roots, relationships and knowledge of the communities in Colorado, the Foundation has developed our own new practice model that redefines expectations for how program staff conduct themselves in the community and with those we serve. By engaging differently with communities, we increase our ability to understand their strengths and challenges, which better positions us to respond to factors that impact the health and equity of Colorado residents and communities. Moving forward, for example, program staff will intentionally serve as ambassadors – the face, voice, ears, arms and feet – of the Foundation, representing our agenda and interests on the ground, while listening to and learning from community members to cultivate positive change based on need.

Program Staff Role in Community Engagement

Outlined below are a set of guiding principles and the new **IMPACT** (Intelligence, Manage, Prospect, Act, Cultivate, Trust) community engagement practice model, which includes a core set of "key functions" that are critical to cultivating positive community change. It represents the actions and behaviors that program staff should embody to make us successful in achieving our goals. However, we have much to learn about this model and about doing work in this new way. Based on our practice and the shifts underway at the Foundation, we expect that the IMPACT model will continue to evolve and move through several iterations. Specifically, we expect to further clarify key functions of the "cross-functional engagement" and the "trust" stages. There are three major questions that will guide our learning around this approach:

- How well is this model working? We plan to learn very intentionally about what is working about this model, what we need to improve and what assumptions are or are not playing out.

- How effectively is this model contributing to improved impact? As we move forward, we will continually assess what we're able to achieve through this new way of working, to ensure that it's enabling us to have a strong, positive impact on the health of communities.

- What differences in impact are we seeing between our place-based strategy versus our content/ geography strategy? We will also be assessing how these different approaches shape our engagement in communities to ensure that it's enabling us to have a strong, positive impact on the health of communities.

Definitions

COMMUNITY: Broadly, the Foundation defines community as a social group of any size whose members reside in a specific and shared locality, and often have common characteristics or interests and/or cultural and historical heritage. Specifically, the Foundation considers the following entities within the definition: individuals, organizations, networks, coalitions, sub-populations, neighborhoods, regions and systems that underlie shared characteristics and interests or locality.

HEALTH: The Foundation considers health to be the ability to engage in and enjoy a vibrant life – a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

HEALTH EQUITY: Health equity exists when there are no unnecessary, avoidable, unfair, unjust or systemically caused differences in health status.

Our Mission

To improve the health of Coloradans.

Our Vision

Across Colorado each of us can say: "We have all we need to live healthy lives."

Our Belief

Health is a basic human right.

Our Cornerstones

The following cornerstones are the foundation upon which our work is based, and that we expect in the work of partners we seek:

- We serve Coloradans who have low income and/or historically have had less power or privilege.
- We are informed by the community and those we exist to serve.
- We do everything with the intent of creating health equity.

Organizational Core Values and Beliefs

The Colorado Health Foundation is guided by the following values and beliefs in pursuit of the mission:

- Our stewardship commitment demands accountability and transparency.
- We treat all whom we come into contact with respect and humility.
- Our staff and board are passionate and persistent.
- We are relentless in our efforts to achieve health equity and opportunity.
- To advance our mission, we/our work must be relevant and have lasting impact.

Community Engagement Guiding Principles

Program staff are crucial cultivators of positive community change in pursuit of the Foundation's mission – to improve the health of Coloradans. They are expected to engage with individuals, organizations and networks within communities across the state. The following principles intend to guide how they conduct themselves and carry out work in communities:

COLLABORATIVE: Establish and maintain mutually beneficial and well-defined relationships in communities, including learning alongside and evolving approaches to meet emergent needs; embracing the community wisdom and experience; and stimulating conversations and input from diverse, established and emergent leaders representing various levels of power and that have a stake in decisions.

COMMUNITY-CENTRIC: Support a statewide process that empowers community-driven initiatives and leadership in defining and addressing issues that affect the community, including recognition of critical issues using an emergent process of intentional exploration, conversation and analysis and refraining from directive feedback on what and how goals should be met.

CONTEXTUAL: Ensure engagement, grants and resources are appropriately tailored and consistent to the local context, including resources and health issues rather than formulaic and allocated to a budget; seek to understand any associated political, social and economic landscapes; adapt contextual learnings to develop philanthropic strategies; and engage those affected in solutioning.

CULTURAL: Use open and respectful listening, interaction and learning skills to deeply understand and apply the knowledge of a comprehensive narrative, including unique characteristics, histories and strengths; exhibit empathy and understanding through familiarity with a community's values, beliefs, attitudes and culture.

DISCOVERY: Initiate and sustain dialogue to uncover opportunities for change; operate with openness and curiosity, while fostering this approach to prevent assumptive thinking and promote new or innovative, multi-perspective approaches to problem solving.

DYNAMIC: Take a proactive and developmental approach versus formal or centralized processes to planning, programming and funding to ensure that strategies used are flexible to community needs over time; support inclusive coalitions and processes that demonstrate progress towards tangible outcomes.

EQUITY: Strive to understand and raise awareness of community-level inequities (race, gender, sexual orientation, geographic, socioeconomic status, etc.), engage in and promote nontraditional partnerships by creating opportunities for successfully honest conversations.

IMPACT-DRIVEN: Improve capacities and performance of communities for improved health by encouraging:
   • Strategic data use for learning and problem solving
   • Encouraging intentional use of existing resources, skills and assets to affect change
   • Committing to progress on long-term entrenched issues
   • Being a critical friend and peer-level thought partner to all program staff
   • Striving for excellence versus perfection
   • Learning and evolving strategies alongside community to meet emerging needs and opportunities
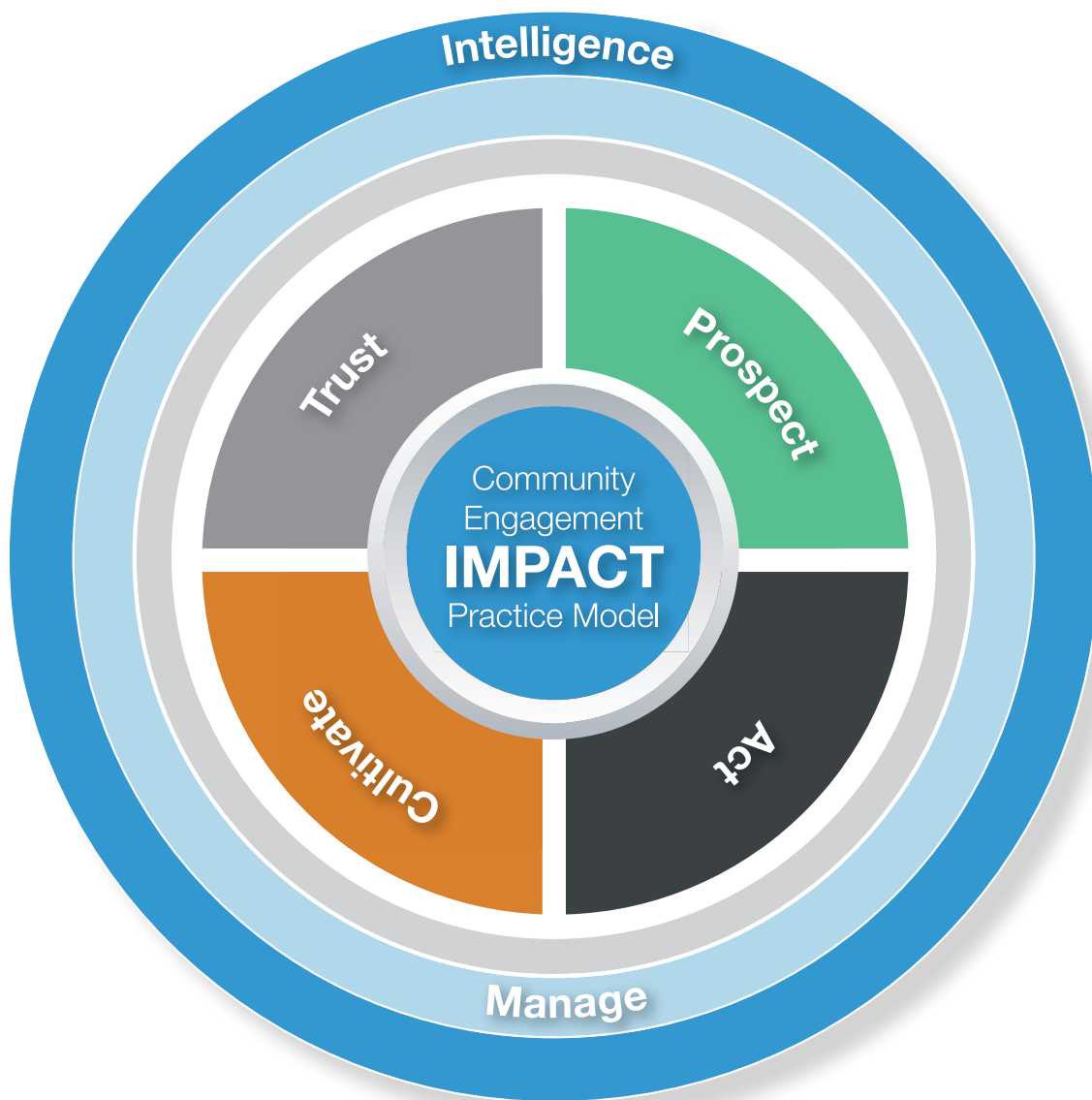
INCLUSIVENESS: Embody and apply the notion that power should be shared; be mindful of the experience and wisdom that communities bring to bear; stimulate and seek conversations and input that are diverse in power and sector representation.
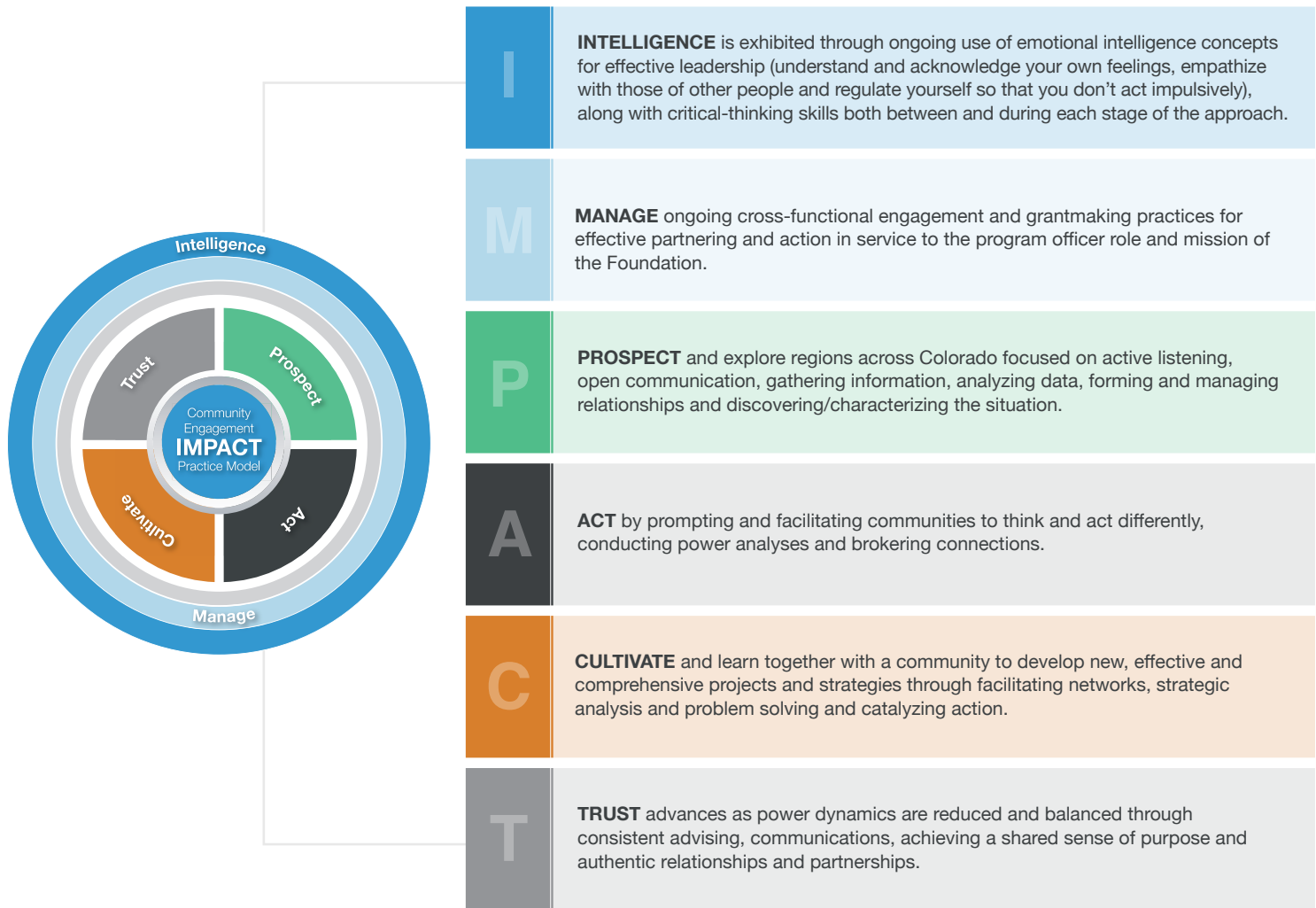
SELF-AWARENESS: Regularly assess and seek to understand how a program staff member's individual characteristics, values and assumptions influence community interaction; be reflective in seeking to understand and clarify versus expecting to know answers to critical questions; develop personal learning agendas; and reflectively examine and apply how community-level interaction and learning are tied to best practices, theory and conceptual frameworks for effective grantmaking.

Community Engagement IMPACT Practice Model

The **IMPACT** (Intelligence, Manage, Prospect, Act, Cultivate, Trust) practice model is a multi-stage approach to support communities across Colorado in improving health and addressing health equity. Program staff are expected to utilize the model, which includes "key functions" (including activities and behaviors expected of each function) to guide their continuum of engagement with communities.

The model's approach is not linear and includes two continuous stages in achieving success as program staff. Activities may be revisited emergently, but some stages naturally require others to be completed before proceeding. For example, the activity of "active listening" may be required before moving into "strategic analysis and problem solving."

I — **INTELLIGENCE** is exhibited through ongoing use of emotional intelligence concepts for effective leadership (understand and acknowledge your own feelings, empathize with those of other people and regulate yourself so that you don't act impulsively), along with critical-thinking skills both between and during each stage of the approach.

M — **MANAGE** ongoing cross-functional engagement and grantmaking practices for effective partnering and action in service to the program officer role and mission of the Foundation.

P — **PROSPECT** and explore regions across Colorado focused on active listening, open communication, gathering information, analyzing data, forming and managing relationships and discovering/characterizing the situation.

A — **ACT** by prompting and facilitating communities to think and act differently, conducting power analyses and brokering connections.

C — **CULTIVATE** and learn together with a community to develop new, effective and comprehensive projects and strategies through facilitating networks, strategic analysis and problem solving and catalyzing action.

T — **TRUST** advances as power dynamics are reduced and balanced through consistent advising, communications, achieving a shared sense of purpose and authentic relationships and partnerships.

Milestones

As we begin using this model, we will construct a vision of what success will look like together. Thinking about the types of milestones that would convey signs of progress will allow us to gauge our progress across time, assess whether things are playing out as we expect and enables us to make informed choices about how to approach our activities. Some examples of what success milestones might look like include:

- Relationships may begin with individual people and organizations and grow into networks as trust, ideas and mutual goals emerge.
- Seed projects and activities may be followed by bigger, more strategic projects.
- Organizational capacity may improve based on capacity building activities or funding diversification.

Key Functions

Intelligence	Manage	Prospect	Act	Cultivate	Trust
• Emotional Intelligence • Critical Thinking	• Cross-functional Engagement • Grantmaking • Privilege and Influence	• Active Listening • Communicating • Relationship Management	• Brokering Connections • Balancing Power	• Catalyzing Action • Strategic Analysis and Problem Solving	• Advising • Adaptive Leadership
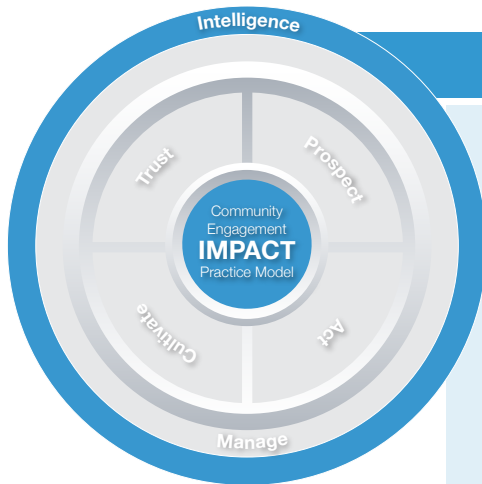
Intelligence

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Emotional Intelligence

Exercise emotional intelligence to effectively manage internal and external relationships, navigating within communities and positively impact change within communities and in service of the mission.

1. Exercise self-and role-awareness (regularly assess and seek to understand how a program staff member's individual characteristics, values and assumptions influence community interactions) at all times
2. Be aware of your perceptions of others and the affect personal actions and feelings can have on others
3. Value others by listening to wants and needs, exhibiting empathy on various levels
4. Observe reactions to work by being more accepting of perspectives and needs
5. Self-regulate by controlling emotions and impulses (characteristics: thoughtfulness, ability to say no, introspection, comfort with change, reliability)
6. Avoid rushing to judgement by first analyzing situations
7. Take responsibility for and be accountable for actions and decisions
8. Show motivation in daily activities and maximum productivity
9. Postpone immediate results for long-term success if the situation requires it
10. Demonstrate adeptness and model conflict resolution
11. Remain calm and in control in difficult situations
12. Employ a variety of strategies and approaches (change management, negotiation and agreement, participation and involvement, facilitate questions) to manage and respond to change effectively

Critical Thinking

Explore diverse elements involved in a situation, examine assumptions and make conscious choices, evaluate evidence and interpret data to make informed decisions, understand context and facilitate the use of tailored and appropriate support needed.

1. Gather information, recognize technical and adaptive challenges, prioritize next steps, distinguish content from process issues, gauge strengths and opportunities, consider alternative approaches (easy to identify, lend themselves to quick and easy solutions, solutions can be implemented quickly, etc.) and adaptive challenges (difficult to identify, requires changes in multiple places, etc.)
2. Actively question each critical-thinking step recognizing that experience, observation and reasoning guides decisions, actions and beliefs
3. Interpret and use data for problem solving, learning facilitation, accomplishment assessment, drawing conclusions and to further test the generalizability of particular strategies
4. Recognize that and question how personal experience, observations and reasoning guides individual decisions, actions and beliefs
5. Model scenarios for the utmost traction
6. Analyze cause and effect
7. Manage personal emotions and beliefs to avoid interference with decisions or actions
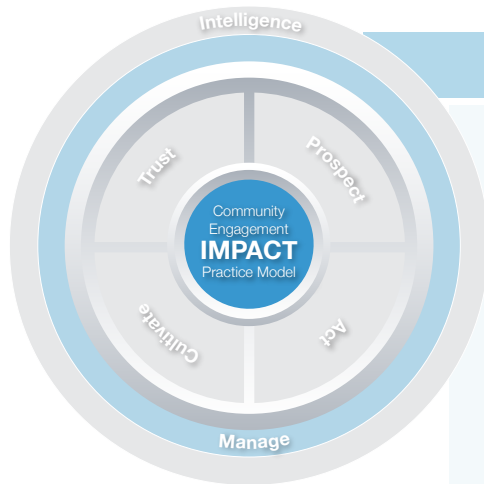
MANAGE

IMPACT Model Essential Functions

MANAGE ongoing cross-functional engagement and grantmaking practices for effective partnering and action in service to the program officer role and mission of the Foundation.

Cross-functional Engagement

Seek out cross-functional consultation and expertise appropriately and as needed to ensure the highest and best use of internal resources and capacities.

Engagement with the Foundation's Communications Department includes consultation for strategic communications expertise in the following ways:

1. Work with and assist in preparation of written and verbal communications
2. Coordinate the timing and content of communications
3. Gather feedback and input to validate and strengthen communications and resolve challenges
4. Facilitate delivering "audience-based" communication, serving as respectful and authentic translators of the Foundation's goals and decision points with individuals, organizations, networks and key stakeholder groups
5. Prompt senior-level Communications staff regarding assessment and input needs related to technical assistance or capacity
6. Use community engagement experience to drive content expertise and inform successful institutional external communications
7. Consult with and assist the Communications Department in delivering effective written/verbal communications pertaining to individual content expertise or assigned work
8. Consult with the Communications Department to coordinate timing and content needs
9. Gather feedback from audiences to improve communications
10. Identify barriers to or challenges with effective Foundation communications with the Communications Department
11. Provide external technical assistance and capacity building for marketing and communications to communities in alignment with Foundation priorities

Engagement with the Foundation's Evaluation Department includes consultation for evaluation expertise in the following ways:

1. Effectively use evaluation as an ongoing process of individual, team and departmental learning for improvement
2. Actively involve the communities and constituencies we serve in our evaluation and organizational learning
3. Facilitate learning among and across grantees at all stages of grantmaking to enhance strategic focus and enhance impact

Engagement with Foundation's Policy Department centers on collaboration to:

1. Identify communities' barriers to health that may be addressed through advocacy or policy change
2. Identify promising facilitators of communities' health that may be enhanced or brought to larger scale through advocacy or policy change
3. Catalyze networks and facilitate stakeholder dialogue to negotiate appropriate policy solutions to community health issues that may be addressed through advocacy or policy change
4. Catalyze networks and action among stakeholders to persuasively advocate for policy changes that would enhance community health
5. Monitor and support effective implementation of policy changes so they produce positive impact on community health

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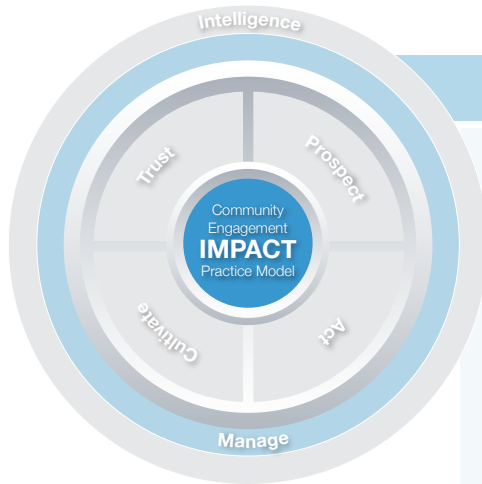
Cross-functional Engagement (continued)

6. Assess the impact of policy implementation on communities' health and the need for further advocacy or policy change
7. Identify opportunities to activate networks and cultivate community champions for the Foundation's annual and long-term policy priorities

Engagement with the Foundation's Grants Management Department includes:

1. Partner on operational aspects of grantmaking
2. Defer to Grants Management staff on issues related to compliance
3. Work with Grants Management staff to ensure data is collected and stored in a manner that meets the Foundation's standards
4. Utilize grantmaking technology and systems as expected
5. Collaborate to produce data reports and visualizations as they relate to grantmaking

Grantmaking

Employ a range of grantmaking to support mission-aligned programming and serve as a vehicle to stimulate partnering, initiative-taking and programs in service of the Foundation's priorities.

1. Actively manage and monitor a grant portfolio, through post-award meetings, regular interaction with grantees, timely review of reports, conducting site visits and looking for learning opportunities
2. Develop open, authentic, regular communications with grantees by setting early expectations about the type of funding relationship the Foundation seeks and modeling change-friendly behavior (we want to know about success, failures, challenges and learnings)
3. Clarify funding parameters/procedures and provide pre-proposal technical assistance to those seeking to submit proposals
4. Guide organizations and networks in their understanding of and application for funds
5. Effectively and regularly use the Foundation's relationship management systems to track site visits, meetings, phone calls, etc.
6. Build on community thinking and strategic momentum by observing that timing is situational and recognizing that early awards can yield larger, more effective projects that drive an overall, comprehensive strategy to improve community health
7. Understand that grantmaking is aligned with the expectation that comprehensive health improvement strategies take time to evolve and that investments in initial partnering/project ideas can help to identify key leverage points for other strategizing across organizations and communities
8. Engage a range of partners in activities and projects with a common purpose and potential for mutual benefit
9. Establish and reinforce the Foundation's presence and influence by identifying key stakeholders, building relationships and capacities, effectively communicating the Foundation's work, impact, expectations and embodying the Foundation's values and organizational attributes
10. Leverage projects that address pressing health problems
11. Appropriately encourage proposals for evidence-based programs the Foundation selects
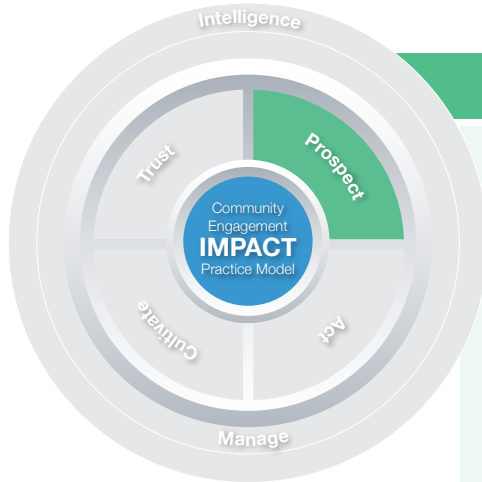
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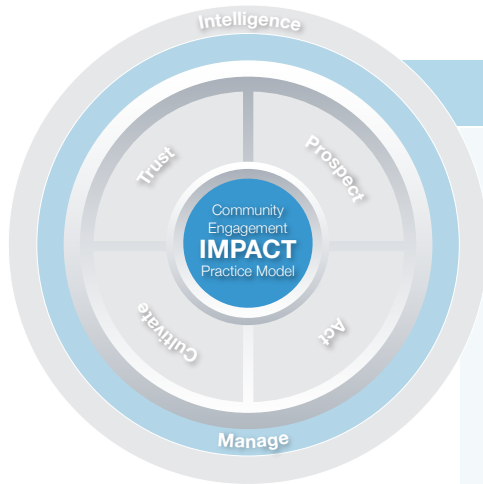
Grantmaking (continued)

12. Work with consultants to address community needs, support active grants in communities to produce results
13. Understand and identify needs and connect to outsourced technical assistance and capacity building providers as appropriate
14. Connect to other funding sources and opportunities related to, but possibly outside of the Foundation's domain
15. Consult with the Foundation's Evaluation Department to facilitate ongoing learning among and across grantees to enhance strategic focus and impact

Privilege and Influence

Acknowledge and accept that the practice of philanthropy naturally triggers a perceived imbalance of power and influence, which shapes how communities view, hear and experience the Foundation.

1. Consciously examine the complexity of power, privilege and influence in philanthropy
2. Recognize that the Foundation's role can carry additional weight and/or significance
3. Exercise sound judgment in using the Foundation's social and political capital
4. Understand personally the effects of power and influence, and explore how it influences a person's perceptions and interactions with communities
5. Understand that the Foundation's presence affects interactions, discussions and decisions
6. Make conscious decisions about when and how to interact (whether to attend a meeting, where to sit in a meeting, whether or not or how to engage in conversations, when and how to share a point of view)
7. Understand that small actions and words communicate how we see our respective roles and who holds the power (meeting location, how flexible we are in interactions)
8. Align decisions with the Foundation's core values to responsibly utilize the advantages of power and influence (having difficult conversations with decision makers, key stakeholders, institutions, directly addressing comments or actions)
9. Think critically about when to use influence (to shape agendas, convene players, smooth over disagreements)

PROSPECT

PROSPECT and explore regions across Colorado focused on active listening, open communication, gathering information, analyzing data, forming and managing relationships and discovering/characterizing the situation.

Active Listening

Obtain information to understand and learn by consciously hearing "words" but seeking to also understand a clear message and overarching story.

1. Allow community stakeholder 80 percent time for speaking, reserving 20 percent for yourself
2. Reflect comments by paraphrasing (it sounds like you are saying…)
3. Ask questions for specific clarity (what do you mean when you say…?)
4. Summarize comments periodically and encourage the speaker to continue with small verbal comments
5. Acknowledge engagement in conversations through body language
6. Respect speaker's commentary flow by allowing conclusion of points and not interrupting with counter arguments
7. Manage internal thoughts and actions
8. Assert opinions respectfully and non-defensively with honest and candid feedback
9. Defer judgment until fuller context is achieved
10. "Storytelling" is valued by time spent in the field listening to community stakeholders, especially those on the periphery of leadership
11. Be aware of and adjust personal communication styles and preferences to specific situations and community context
12. Model respect and understanding in order to gain clarity and perspective
13. Pay attention to the speaker's body language (facial expressions, movements and gestures)
14. Share that you may seek other feedback or input for additional context
15. Acknowledge challenges on behalf of the Foundation

Communicating

Act intentionally and professionally as Foundation ambassadors in all external engagement, serving as both a primary messenger of the vision, mission, strategy, goals, agenda and receiver of feedback.

1. Prepare for communicating by organizing thoughts (to whom am I communicating; what message am I trying to send; what am I trying to achieve; why do I want to send this message; do I need to send the message; how do I want the receiver to feel; what does the receiver need or desire from the message; what do I want my audience to do with this information, etc.)
2. Proactively and intentionally represent the Foundation's mission, vision, values, attributes and priorities versus personal beliefs
3. Regularly use communications skills such as providing encouragement and positive reinforcement, asking open questions, reflecting, clarifying and summarizing when communicating with individuals, organization, networks and communities
4. Demonstrate professionalism, respect and authenticity in all communications
5. Be aware of and adjust personal communication styles and preferences to specific situations and community context, including tone and body language
6. Demonstrate a working knowledge of the Foundation's organizational goals and linkages between grantmaking and policy priorities to engage in thoughtful, informed conversations

PROSPECT
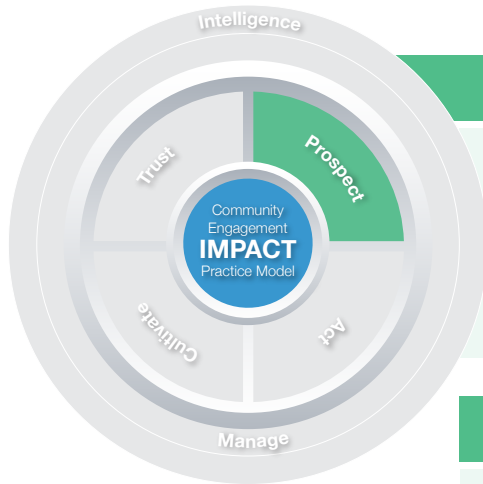
Communicating (continued)

7. Deliver audience-based communications for clarity and understanding
8. Clarify purpose of communications regularly
9. Be aware of timing in delivering messages and consider impact on audience
10. Be responsive and provide timely feedback

Relationship Management

Cultivate and develop diverse, authentic, respectful, trusting relationships with community residents and key stakeholders.

1. Create a climate of mutual respect by communicating openly, honestly and welcoming diverse opinions
2. Demonstrate emotional intelligence and role awareness
3. Be mindful of your appearance and body language, working to ensure that your appearance is always inviting (e.g., smiling, maintaining eye contact and good posture, being present in the moment, wearing appropriate clothing)
4. Remain positive and sincere, provide information and/or context regularly
5. Be aware of stakes in decision making
6. Strive to build relationships among diverse sets of established, emergent leaders and those representing varied power levels and sectors
7. Build rapport by being aware of boundaries, finding common ground, demonstrating empathy, active listening and a positive nature
8. Understand and be aware of the philanthropic power dynamic
9. Avoid rushing speakers or conversations to ensure time is felt valued
10. Acknowledge discomfort in new and emergent conversations
11. Proactively engage in difficult conversations
12. Identify and seek to cultivate trust with informal community leaders
13. Demonstrate authentic relationships through critical reflection with each other
14. Encourage amplification of the community-member/consumer voice

ACT by prompting and facilitating communities to think and act differently, conducting power analyses and brokering connections.

Brokering Connections

Connect individuals, networks and organizations to others and resources (ideas, knowledge and data) for mutual benefit.

1. Prompt individuals, organizations and networks to make connections and build enduring, mutually beneficial relationships
2. Synthesize ideas, connect and convene around common interests
3. Spend time understanding abilities, interests and perspectives
4. Seek opportunities to link both like-minded and disparate groups
5. Bridge communications gaps between and within communities
6. Determine the best timing to broker new relationships by understanding potential shared or singular benefits and generating synergy to achieve collective goals
7. Reduce conflict or product by playing situation-dependent roles such as connectors, mediators, liaisons, guides and facilitators
8. Serve as connectors between organizations and other potential funders, when appropriate

Balancing Power

Continually seek to clarify and understand power structures and identify people and places of influence and power, especially related to issues of race/ethnicity and economic disparities.

1. Directly identify in conversations any self-interests, constituencies and connections to others
2. Track who has "observable decision-making power," the "ability to set a political agenda" and the "ability to shape a meeting"
3. Work with a diverse set of established and emergent leaders with varied levels of power, yet a strong stake in decisions, to amplify the community/consumer voice
4. Employ a diverse set of contractors who provide technical assistance and capacity building
5. Map power "sources" to help identify collaboration opportunities and facilitate inclusion of nontraditional partners
6. Utilize data to monitor and develop strategies to address challenges related to power structures that can become barriers to productive conversations

CULTIVATE

CULTIVATE and learn together with a community to develop new, effective and comprehensive projects and strategies through facilitating networks, strategic analysis and problem solving and catalyzing action.

Catalyzing Action

Stimulate and facilitate individuals, networks and organizations to think and act differently together to improve health.

1. Engage diverse, established and emergent leaders representing various levels of power and that have a stake in decisions
2. Connect and encourage convening of internal and external resources that build on localized skills and assets for positive change and improvement for a common purpose
3. Identify threads of connections across organizations and small groups of organizations
4. Support partner identification outside the health arena for expanded conversations and alternative solutions
5. Engage, join and convene to accelerate the Foundation's priorities
6. Activate new connections, leaders and approaches for localized and collaborative problem solving
7. Assist local actors through a continuum of activities, including information exchange, resource sharing and capacity building for mutual benefit
8. Offer (not dictate) ideas and observe how/if they are used

Strategic Analysis and Problem Solving

Utilize critical-thinking skills to understand and define problems within an issue area and/or community and identify opportunities that are ripe for action.

1. Extend critical-thinking and systems-thinking skills into understanding and defining problems and assisting individuals, networks and organizations to generate, evaluate and select from alternative solutions
2. Drive new thinking and behaviors that ultimately translate into more effective and comprehensive health strategies and a more health-promoting culture
3. Regularly engage in ongoing feedback loops to deepen understanding, broaden the work and for improvement ("learning while doing")
4. Explore opportunities to expand the "health" arena and design high impact work, including alternative, yet relevant partners (e.g., planning, economic development and housing)
5. Utilize systems thinking (ladder of inference, role playing, mapping) to understand interdependent structures affecting complex health problems and identify key leverage points
6. Provide support in clarifying and prioritizing next steps within the continuum of work
7. Select and use formal problem-solving methods (e.g., PDSA, Design Thinking, Appreciative Inquiry, Emergent Learning)
8. Identify and highlight opportunities, alternatives and early wins
9. Build community capacity to identify and solve health problems and to design and implement programs and policies that advance community health
10. Encourage and activate strong initiatives to solve problems
11. Use data generated from ongoing power analyses to develop and map strategies that address power structures
12. Leverage relationships and ideas that reflect buy-in and innovative, strategic ideas versus grants
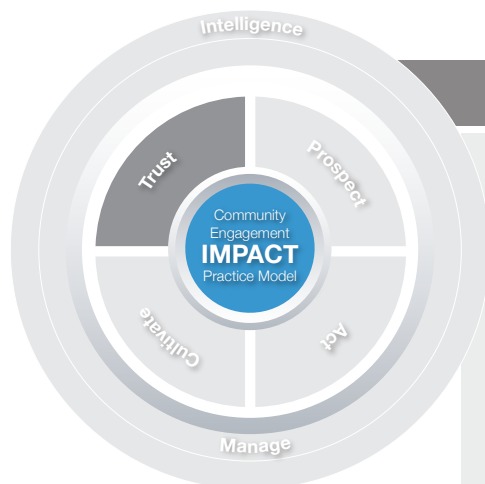
TRUST advances as power dynamics are reduced and balanced through consistent advising, communications, achieving a shared sense of purpose and authentic relationships and partnerships.

Advising

Maintain regular interaction to ask probing questions, while not imposing a personal viewpoint.

1. Advise using both proactive/assertive and responsive methods
2. Raise questions to engage in dialogue and check for understanding upon conversation; mutual receptivity to feedback
3. Provide constructive feedback that inspires and supports moving ideas into actionable strategies that focus on impact
4. Seek and encourage mid-course corrections in keeping with the strategic focus for change
5. Focus advice on evidence-based literature and points of view
6. Consult with the Evaluation Department to facilitate learning among and across grantees for strategic focus and to enhance impact
7. Evolve role to critically explore – both as an advisor and colleague – strategic focus and impact (may address both programmatic and organizational themes related to strengthening comprehensive projects and strategies)

Adaptive Leadership

Adapt and thrive in challenging environments by remaining flexible and developing solutions through learning and adapting to change over time.

1. Use empathy to create a shared sense of purpose
2. Manage through influence versus power and control
3. Exercise emotional intelligence to effectively manage relationships
4. Shift between "operating on the dance floor" (to implement strategy, test assumptions) and "getting on the balcony" (to reflect on their purpose, observe patterns)
5. Think politically and systematically
6. Distinguish between technical and adaptive challenges
7. Understand that "technical" solutions (e.g., implemented by current knowledge, evidence-based practices, etc.) should not be forced on/or implemented as quick fixes for problems that require "adaptive" solutions (e.g., requiring individual change in priorities, beliefs, loyalties, habits, structural/systemic)
8. Cultivate a diverse set of practices and interventions by observing patterns/events and interpreting and developing hypotheses
9. Explore risk and test assumptions and ideas by creating hypothetical "what if" scenarios
10. Understand that environments change, manage uncertainty with clear, regular communication and focus on the Foundation's strategy
11. Develop a clear learning agenda
12. Embrace uncertainty and curiosity, work to adopt new approaches
13. Remain objective, constantly questioning the environment in which a grantee is operating in

Community Engagement Impact Model Reference List

Elements of the report are adapted from or informed by the following references. In-text citations are not included.

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For more information, please contact Jehan Benton-Clark, portfolio director at the Colorado Health Foundation, at 303.953.3613 or jbentonclark@coloradohealth.org.