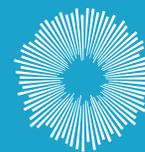


# Is this the “right” way to structure a cross-sector partnership to do collective impact?



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VERSION 1.0 | NOVEMBER 2013

## FOUNDATIONAL TRAITS

TRAIT	TYPE	CHARACTERISTICS
<p><b>1. Results</b> The result the cross-sector partnership sets out to achieve.</p>	Specific	<ul style="list-style-type: none"> <li>States a specific outcome (or set of outcomes) to be achieved</li> <li>Communicates what success will look like for the partnership</li> <li>Specified results serve as a foundation for organizing data collection, measuring progress and ensuring accountability</li> </ul>
<p><b>2. Charge</b> The work a cross-sector partnership has been “hired” to do.</p>	Thinking & Doing	Recognizes that existing solutions aren't sufficient, and works to develop a course of action through learning and experimentation
<p><b>3. Authority</b> The cross-sector partnership's “right to do work”—either the powers they've been granted or assigned to themselves.</p>	Empowered (Apparent)	<ul style="list-style-type: none"> <li>Right to do work is self-actualized</li> <li>Work that is carried out is only constrained by the limits the partnership sets upon itself</li> </ul>
<p><b>4. Representatives</b> The stature and power of the individuals within their own organizations or communities who are serving as representatives to the partnership.</p>	Doer	An individual who may be responsible for implementing changes to behaviors and strategies in their organization or community, but lacks the formal authority to mandate them
	Decision-maker	An individual who has the authority or influence in their organization or community to require that it change its behaviors and strategies
<p><b>5. Level of Intervention</b> The cross-sector partnership's action strategy.</p>	Systems Change	<ul style="list-style-type: none"> <li>Aims to intervene and reorient the set of behaviors, interactions, projects and programs in an existing system (or systems) in order to achieve its goals</li> <li>This work often includes project/program delivery, but it is not an end in itself, rather a tool for identifying changes that need to occur at the systems level in policy, practice, or funding</li> </ul>
<p><b>6. Time Frame</b> Period of time during which the cross-sector partnership's work is designed to take place.</p>	Open	A partnership that is formed without an explicit time frame

# FACTORS INFLUENCING SUCCESS

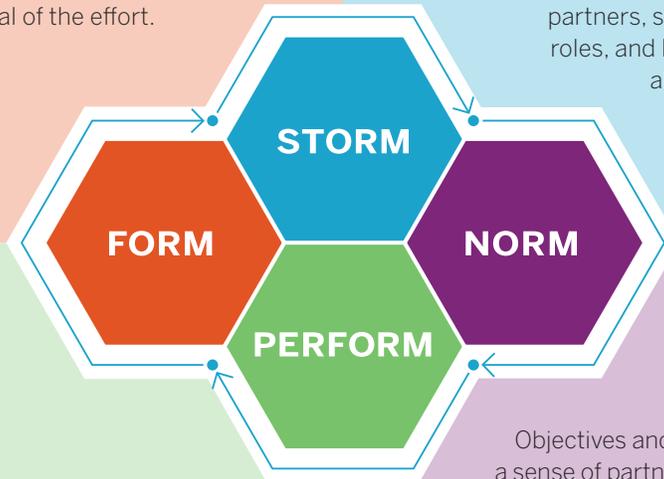
FACTOR	TYPE	CHARACTERISTICS
<b>1. Formation Catalyst</b> The reason or opportunity for creating the cross-sector partnership.	Leadership Interest	When leaders recognize an opportunity, or seek to address a problem out of perceived obligation or altruistic self-interest
<b>2. Structure</b> The arrangement of and relations between stakeholders in the cross-sector partnership.	Informal	Reflects an arrangement of and relations between stakeholders that possess fluid procedures, roles and commitments
<b>3. Financial Resources</b> How the achievement of the cross-sector partnership's goal is supported financially.	Grants	Private and public grants support the work of the cross-sector partnership
	Redirected/Aligned	Existing public funding streams within stakeholder organizations are formally redirected or aligned to support the work of the partnership
<b>4. Positioning</b> How the cross-sector partnership positions itself in relation to other individuals, organizations and partnerships working on the same issues and/or in the same geography.	Leader	<ul style="list-style-type: none"> <li>• Recognized as the expert, authority or chief influencer in its area of work and/or geography based on its track record, relationships and/or membership</li> <li>• Positioned in such a way that other individuals, organizations and partnerships believe they need this partnership's blessing/support to get work done</li> </ul>
<b>5. Lifespan</b> What happens to the cross-sector partnership when it accomplishes or abdicates its goal.	Institutionalization	When the cross-sector partnership continues and its role relating to an issue/in a geography becomes the norm

## BEHAVIORS

### TRUST BUILDING & MAINTENANCE CYCLE

Forming is the stage when partners first come together. It has been described as the 'honeymoon' period for a partnership because it is when partners are excited about the newness and potential of the effort.

Storming is when partnership members stop being polite and start getting real. This might involve airing fundamental differences of opinion and approach among partners, struggling to figure out objectives, roles, and leadership in the partnership and also feeling threatened by working with partners who you don't know, don't trust or view as competitors.



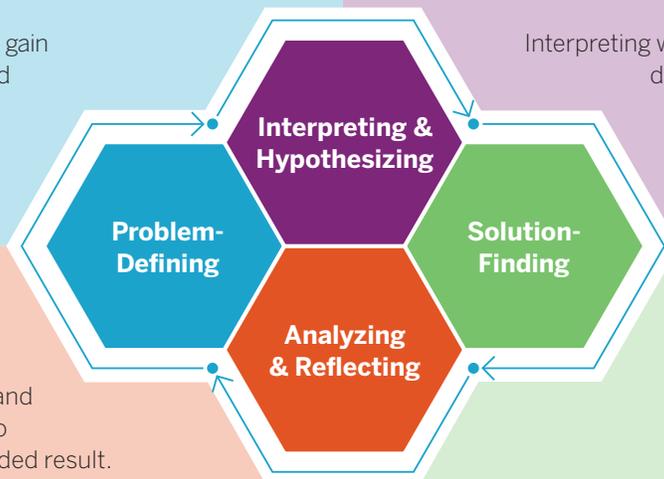
Performing is when the partnership reaches a steady state where it can do the work it needs to do to achieve its intended goals.

Norming is the stage when roles and partner conflicts are sorted out and the partnership's focus turns towards the work. Objectives and rules of engagement get clearer; a sense of partnership identity forms, and conflict moves from among partners to between the partners as a group and the problems they are trying to solve (ie us vs. us to us vs. them).

### PROBLEM-SOLVING CYCLE

Observing events and patterns to gain greater insight into the source and nature of challenges.

Interpreting what has been observed, and then developing hypotheses about what needs to change in order to yield different results.



Determining if the solutions are effective and learning from them to gain a better understanding of the problem and the solutions that are needed to achieve the partnership's intended result.

Identifying and testing solutions to a recognized problem.

**You're invited to be part of the work, provide feedback, and share your insights, ideas and experiences.**

What do you think? Does this seem like the "right" way to structure a cross-sector partnership to do collective impact? Or is it off base? How would you change this to make it better?

Post your feedback on the [Living Cities blog](#), join the conversation on Twitter [@Living\\_Cities](#) using hashtag [#xsector](#), or reach out to Alison Gold directly at [agold@livingcities.org](mailto:agold@livingcities.org) or [@AKGold11](#).