



FACT SHEET

MODELS OF COMMUNITY CHANGE

Five models of community change are particularly relevant to the work of TCG. Each includes its own set of features recommended for collaboration and collective change.

Constellation Model

Involves small, self-organizing teams (i.e., constellations) of partners who share leadership and collaborate on a particular task or issue.

Key elements:

- Work teams that focus on certain change activities rather than the partnership itself.
- Collaborative leadership of teams that is shared and fluctuates based on expertise.
- Transparency and communication between members and groups.
- Third-party coordination team to facilitate collaboration and manage overall efforts.
- Lightweight governance whereby collaboration is not legally incorporated and legal/financial responsibility shifts but includes consultation between members.

Collective Impact

Involves commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Participating organizations are grouped into networks based on types of activities but share a common framework and vision.

Key elements:

- Shared understanding of the social problem and approach to solving it.
- Shared systems for measuring and reporting success of activities.
- Mutually reinforcing activities/plan of action, where each stakeholder undertakes the activities at which it excels in a way that supports the overarching plan.
- Continuous communication to develop trust and recognition of common motivation.
- Backbone support organization to plan, support, and manage the entire initiative



Multi-Dimensional Model

A model intended for initiatives that seek to create change at multiple levels and in which the agenda is influenced by both local stakeholders/partners and higher levels. Thus, it emphasizes the importance of both vertical and horizontal alignment of activities/resources.

- **Horizontal alignment:** Integrating, capacity building, and developing a shared agenda with collective partners *across* programs, organizations, and systems.
- **Vertical alignment:** Aligning and coordinating efforts and resources with higher-level partners and working to make improvements at multiple levels.

Dimensions of Change Model

Five iterative and dynamic dimensions for developing and implementing change efforts:

- **Structure:** Developing clear policies and procedures about roles, decision-making process, communication methods, and processes of collaboration.
- **Parameters:** Making decisions about location, scale, scope, and duration of initiative.
- **Intentions:** Developing clear intended outcomes of the initiative.
- **Approach:** Developing a clear idea of the approach to bring about desired change.
- **People:** Developing a clear idea of people involved in bringing about desired change.

Social Ecological Models

A class of models that targets one or several reciprocal levels of environmental influence on behaviour, potentially through cross-sector collaboration.

Depending on the model, levels include:

- Individual characteristics
- Processes and interactions with other individuals or social groups
- Social institutions or interrelations between social groups
- The larger social system or community in which an individual is involved
- Public policy and cultural beliefs and values

NOTE. Information in this Fact Sheet comes from the following references: Auspos & Cabaj, 2014; Brofenbrenner, 1977; Dean-Coffey et al., 2012; Duan-Barnet et al., 2012; Kania & Kramer, 2011, 2013; Hanleybrown et al., 2012; McLeroy et al., 1988; Surman, 2006; Surman & Surman, 2008.